



The Influence Of Leadership And Work Environment On Work Motivation And Its Impact On Employee Performance At The Culture, Tourism, Youth And Sports Service Of Dharmasraya Regency

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ABSTRACT

This study tries to examine the influence of leadership, work environment and work motivation on employee performance in the Department of Culture, Tourism, Youth and Sports of Dharmasraya Regency. This study uses descriptive quantitative methods. The study population consisted of 50 people from employees. To obtain a valid and realistic instrument, the validity and reliability test, normality test, multicollinearity test and heterocedasticity test were tested. The data analysis technique used is linear regression analysis, t test, f test, determination coefficient, and path analysis using the SPSS program, with $\alpha = 0.05$. The results showed that the work environment and work motivation had a partially significant effect on the performance of the Department of Culture, Tourism, Youth and Sports Staff in Dharmasraya Regency. leadership, work environment and work motivation partially have a significant effect on the performance of the staff of the Department of Culture, Tourism, Youth and Sports in Dharmasraya Regency. Leadership as an intervening variable has a significant effect between work environment and work motivation on the performance of the staff of the Department of Culture, Tourism, Youth and Sports in Dharmasraya Regency. The empirical findings indicate that to improve community satisfaction, the Dharmasraya District Office of Culture, Tourism, Youth and Sports needs to pay attention and focus more on improving employee performance.

Keywords: Effect of Leadership, Work Environment, Work Motivation, Employee Performance

INTRODUCTION

Human Resources are the main components of an organization that become planners and active actors in every organizational activity. They have heterogeneous thoughts, feelings, desires, status, and educational background, age, and gender. This diversity exists in an organization. So that they are not like machines, money and material, which are passive and can be controlled and fully regulated in supporting the achievement of organizational goals.

The performance has not been maximally produced by the staff of the Dharmasraya District Tourism and Sports Culture Office because the leadership of the Dharmasraya District Tourism and Sports Culture Agency is less participatory, the work motivation of employees is still low, and the work environment is not conducive to both physical and social environments.

Based on the above problems and the author wants to examine it further, the writer put it in the form of a thesis with the title: "The Influence of Leadership and Work Environment on

Work Motivation and Its Impact on Employee Performance at the Culture, Tourism, Youth and Sports Service of Dharmasraya Regency

Research purposes

Based on the formulation of the problem above, a number of research objectives can be arranged as follows:

1. Knowing and analyzing the influence of leadership on employee work motivation at the Department of Culture, Tourism, Youth and Sports, Kab. Dharmasraya
2. Knowing and analyzing the influence of the work environment on employee work motivation at the Department of Culture, Tourism, Youth and Sports, Kab. Dharmasraya
3. Know and analyze the influence of leadership on employee performance at the Department of Culture, Tourism, Youth and Sports, Kab. Dharmasraya
4. Know and analyze the influence of work environment on employee performance at the Department of Culture, Tourism, Youth and Sports, Kab. Dharmasraya
5. Knowing and analyzing the effect of Work Motivation on employee performance at the Department of Culture, Tourism, Youth and Sports, Kab. Dharmasraya
6. Knowing and analyzing the influence of leadership through work motivation on employee performance at the Department of Culture, Tourism, Youth and Sports, Kab. Dharmasraya
7. Knowing and analyzing the influence of the work environment through work motivation on employee performance at the Department of Culture, Tourism, Youth and Sports, Kab. Dharmasraya

LITERATURE REVIEW

Performance

Siagian, (2011) suggests that performance is not an individual characteristic or characteristic, but a work ability that is demonstrated through the process or way of working and the results achieved. In it there are elements (a) ability, (b) business and (c) opportunities, which lead to the results achieved.

According to Handoko (2014) performance is the result of the ability to carry out tasks assigned to someone, while factors that directly affect the performance of employees include the ability, knowledge, skills and attitudes in carrying out work, and there are indirect factors that influence performance such as opportunities given by the organization to employees.

Leadership

According to Handoko (2014) Leadership is an ability that someone has to influence others, so they can work to achieve their goals and objectives. Wahjosumidjo (2013) argues that leadership is the whole activity in order to influence people to work together to find a goal that is planned together.

According to Siagian (2011) leadership is the strength a person has in influencing people or groups to achieve common goals. (Saydam. 2011) argues that leadership is a capability more possessed by someone in an organization or not to influence people in their environment, so that they work to achieve the goals desired by the leader.

Motivation

The term motivation comes from latin language, which means encouragement or driving force. In Indonesian this word is adapted to the word "motif" which is interpreted as the driving force of a person to carry out certain activities in order to achieve a goal. In activities, the driving

force raises power and guarantees continuity and provides direction of activity, as stated (Mangkunegara, 2012).

Motivation is a force that encourages a person or group of people to carry out an activity. As stated by Wahjosumidjo (2013) explaining the notion of motivation as follows: Motivation is a psychological process that reflects the interaction between attitudes, needs, perceptions and decisions in someone who causes the person to act. And motivation as a psychological process arises due to factors within a person itself called intrinsic or extrinsic factors. Factors in a person can be in the form of needs, attitudes, experiences, education, ideals that support the future. While extrinsic factors can be caused by various sources such as; leader, rule, coworker.

Work Environment

According to Nitisemito, (2011) the notion of the work environment is everything that exists in the environment around the workers and which can affect him in carrying out the tasks assigned to him.

According to Saydam. (2011) understanding of the work environment is the overall facilities and infrastructure that are around employees who are doing work that can affect the implementation of the work itself. This work environment will include the workplace. Facilities and tools for work, hygiene, lighting, tranquility also include working relationships between people in the place.

From some of these meanings it can be concluded that the work environment has a very large influence on the habits of employees in carrying out the work assigned to him. If the work environment around the employee is good, then the employee will have a high and automatic work discipline that will establish good cooperation within the company so that it will affect employee job satisfaction and ultimately performance increases. But if the work environment around the employee is bad, it will cause low work discipline so that job satisfaction will decrease and performance will decline.

Population and Sample Determination

Population is a generalization area consisting of: objects / subjects that have certain qualities and characteristics set by researchers to be studied and conclusions drawn (Arikunto, 2014). This is supported by Arikunto (2014) which states that the population is the whole subject of research where someone wants to examine all the elements in the research area, then the research is population research.

According to Sugiyono (2017) the sample is part of the number and characteristics possessed by the population. But in this study the number of samples taken is the total sampling method, meaning that all objects included in the population are samples of this study, namely all civil servants of the Department of Culture, Tourism, Youth and Sports, Kab. Dharmasraya as many as 43 respondents.

Types and Data Sources

1. Primary Data

Primary data is data obtained from the first source both from individuals and individuals. This data is the result of filling out a questionnaire regarding Leadership, Work Motivation and Work Environment which is filled by employees of the Office of Culture, Tourism, Youth and Sports, Kab. Dharmasraya

2. Secondary Data

Secondary data is used to supplement the data needed. Secondary data used in this study are in the form of report documents and organizational structure of the Office of Culture, Tourism, Youth and Sports, Kab. Dharmasraya

Data Analysis Techniques

A. Partial hypothesis testing (t test)

The t test is intended to determine whether or not there is a partial (own) influence given by the independent variable (X) to the dependent variable (Y). The basis of decision making is if the value of sig <0.05, or t-count> t-table then there is an influence of variable X partially on variable Y, and vice versa.

B. Simultaneous Hypothesis Testing (FTest)

The F test aims to determine whether or not there is an influence simultaneously (together) given the independent variable (X) to the dependent variable (Y). The basis of decision making is if the value of sig <0.05, or F count> F table then there is the influence of X variable simultaneously on variable Y, and vice versa.

C. Path Analysis

Path analysis alone does not determine causal relationships and also cannot be used as a substitute for researchers to see causality between variables. Inter-variable causality relationships have been formed with models based on theoretical foundations. What is done by path analysis is to determine the pattern of relationships between three or more variables and cannot be used to confirm or reject the hypothesis of imaginary causality.

Test Direct and Indirect Effects

Besides using independent variables (X) more than one variable, this study also uses intervening variables. Intervening variable is a intermediate / mediating variable, its function mediates the relationship between the independent variable and the dependent variable. To test the effect of intervening variable analysis method path (*path analysis*).

RESULTS AND DISCUSSION

Partial Hypothesis Testing (t Test)

The t test is intended to determine whether or not there is a partial (own) influence given by the independent variable (X) to the dependent variable (Y). The basis of decision making is if the value of sig <0.05, or t-count> t-table then there is an influence of variable X partially on variable Y, and vice versa.

It is known that t table = $t(\alpha / 2; n-k-1) = t(0.025; 47) = 2.011$, the table is obtained as follows:

Table 1
Test Results t

Hubungan Variabel		t-count	t-table	Sig.	Alpha	Result
Leadership	Motivation	3,955	2.011	0,000	0,05	significant
Work Environment	Motivation	6,232	2.011	0,000	0,05	significant
Leadership	Performance	-1,804	2.011	0,078	0,05	Notsignificant
Work Environment	Performance	3,903	2.011	0,000	0,05	significant
Motivation	Performance	2,028	2.011	0,048	0,05	significant

Based on the table above can be explained as follows:

1. Testing the first hypothesis (H_1) is accepted.
There is no partial influence between the variables of Leadership and Motivation.
2. Testing the second hypothesis (H_2) is accepted.

There is a partial influence between the variables of the Work Environment and Motivation.

3. The third hypothesis testing (H_3) is rejected.
There is a partial influence between the variables of Leadership and Performance.
4. Testing the fourth hypothesis (H_4) is accepted.
There is a partial influence between the variable Work Environment and Performance.
5. Testing the fifth hypothesis (H_5) is accepted.
There is a partial influence between the Motivation and Performance variables.

Simultaneous Hypothesis Testing (FTest)

The F test aims to determine whether or not there is an influence simultaneously (together) given the independent variable (X) to the dependent variable (Y). The basis of decision making is if the value of sig <0.05, or F count> F table then there is the influence of X variable simultaneously on variable Y, and vice versa.

It is known that F table = F (k; n-k) = F (2; 48) = 3.19

Table 2
Test Results f
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
A	Regression	1194,942	2	597,471	42,999	,000 ^b
	Residual	653,058	47	13,895		
	Total	1848,000	49			

a. Dependent Variable: MOTIVATION

b. Predictors: (Constant), WORK ENVIRONMENT, LEADERSHIP

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
B	Regression	637,309	3	212,436	19,548	,000 ^b
	Residual	499,911	46	10,868		
	Total	1137,220	49			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), LEADERSHIP, WORK ENVIRONMENT

Based on the table above can be explained as follows:

- a. Based on the output above, it is known that the significance value for the effect of X_1 and X_2 simultaneously on I is 0,000 <0,05 and F count 42,999> 3,19, so it can be concluded that there is a simultaneous influence of Leadership and Work Environment on Motivation.
- b. Based on the above output, it is known that the significance value for the effect of X_1 and X_2 simultaneously on Y is 0,000 <0,05 and F count 19,548> 3,19, so it can be concluded that there is a simultaneous influence of Leadership and Work Environment on performance.

Path Analysis

Path Model Coefficient 1

Multiple linear regression analysis was used in this study with the aim to determine whether there is an influence of independent variables on the dependent variable. The statistical calculation in multiple linear regression analysis used in this study is to use the IBM SPSS computer program ver. 21.0. The summary of the results of data processing using the SPSS program are as follows:

Table 3
Significant level results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,452	4,369		1,477	,146
	LEADERSHIP	,321	,081	,371	3,955	,000
	WORK ENVIRONMENT	,532	,085	,585	6,232	,000

a. Dependent Variable: MOTIVATION

Based on the table above, it was obtained that:

1. the significance value of the Leadership variable (X_1) = 0,000 < 0,05, this means that directly there is a significant influence of Leadership (X_1) on Motivation (I).
2. While the Working Environment variable (X_2) = 0,000 < 0,05 which means Work Environment (X_2) This means that directly there is an influence of the significance of the Work Environment (X_2) on Motivation (I).

Table 4
Significant level results
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,804 ^a	,647	,632	3,72758

a. Predictors: (Constant), Work Environment, Leadership

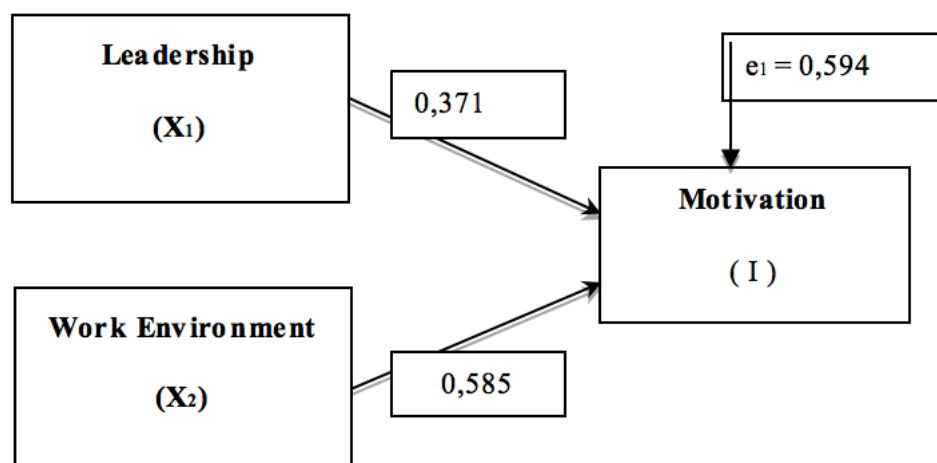
3. While the value of R^2 (R Square) contained in the Model Summary table is 0.647 which gives the meaning that the contribution of variables X_1 and X_2 to I is 64.7% and the remaining 35.3% is the contribution of other variables that are not included in the study. And from the value of R^2 , obtained e_1 by means of $e_1 = \sqrt{1 - 0.647} = 0.594$

Based on the results above, the structural equation is obtained:

$$I = 0.371.X_1 + 0.585.X_2 + 0.594$$

From the processing of the data above, it can be obtained Model I Path Diagram, as follows:

Figure 1
Model I - Path Analysis



Path Model 2 coefficient

Multiple linear regression analysis is still used in the next study to obtain the two model path coefficients, with the aim to determine whether there are influences of independent variables (Leadership and Work Environment) and intervening variables (Motivation) on the dependent variable (performance). Can be seen in the table below:

Table 5
Linear regression test results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24,643	3,952		6,236	,000
	LEADERSHIP	-,150	,083	-,220	-1,804	,078
	WORK ENVIRONMENT	,398	,102	,558	3,903	,000
	MOTIVATION	,262	,129	,334	2,028	,048

a. Dependent Variable: PERFORMANCE

Based on the table above obtained:

1. Significance value of the Leadership variable (X_1) = 0.078 > 0.05, This means that directly Leadership (X_1) does not have a significant effect on Performance (Y).
2. The significance value of the Working Environment variable (X_2) = 0,000 < 0.05 which means that directly the Work Environment (X_2) has a significant effect on Performance (Y).
3. The significance value of the Motivation variable (I) = 0.048 < 0.05 which means that directly the Work Environment (X_2) has a significant effect on Performance (Y).

Table 6
Significant level results
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,749 ^a	,560	,532	3,29661

a. Predictors: (Constant), MOTIVATION, LEADERSHIP, WORK ENVIRONMENT

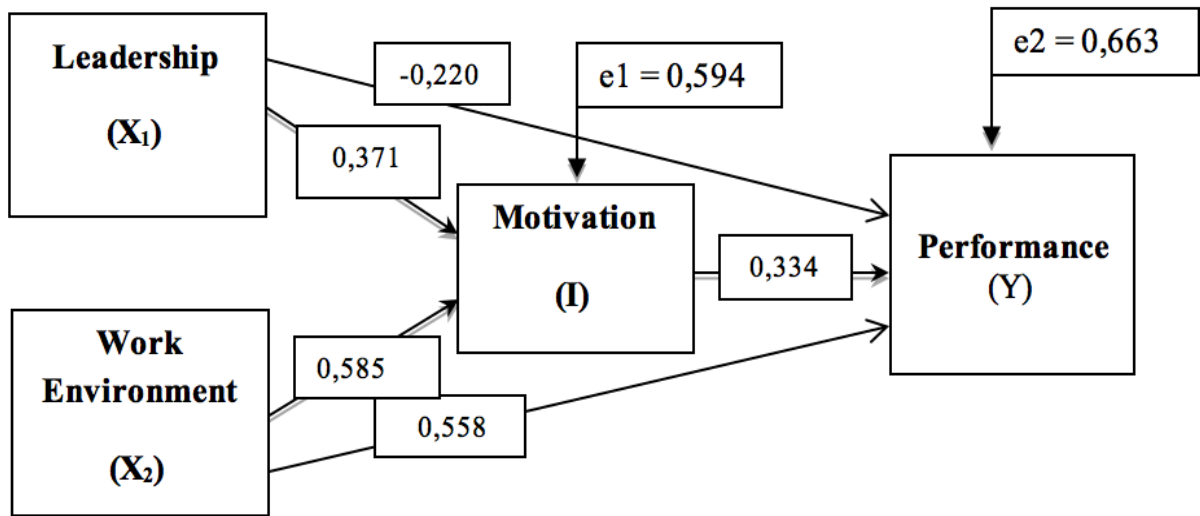
4. The value of R^2 contained in the Model Summary table is 0.560 which gives the meaning that the contribution of variables X_1 , X_2 and I to Y is equal to 56.0% and the remaining 44.0% is the contribution of other variables not included in the study. And from the value of R^2 (R Square) obtained e_2 , by means of $e_2 = \sqrt{1 - 0.560} = 0.663$

Based on the results above, the structural equation is obtained:

$$Y = -0.220.X_1 + 0.558.X_2 + 0.334.I + 0.663$$

From the processing of the data above, it can be obtained Model I Path Diagram, as follows:

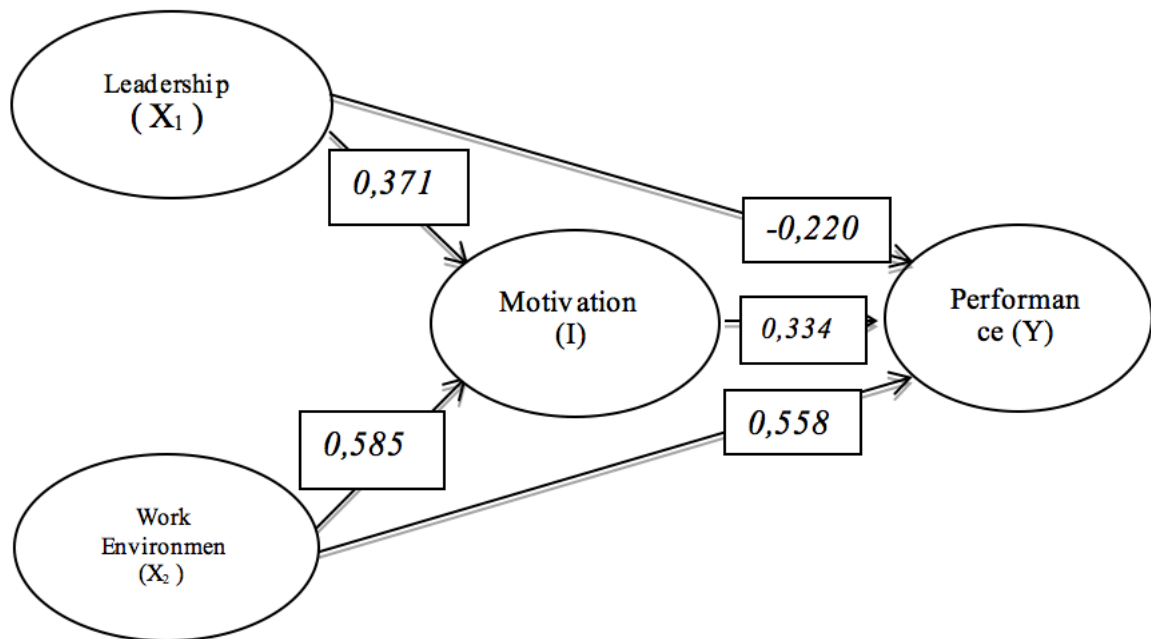
Figure 2
Model 2 - Path Analysis



Test Direct and Indirect Effects

Besides using independent variables (X) more than one variable, this study also uses intervening variables. Intervening variable is a intermediate / mediating variable, its function mediates the relationship between the independent variable and the dependent variable. To test the effect of intervening variables, path analysis method is used. Path analysis is an extension of regression analysis to estimate the causality relationship between previously defined variables based on theory (Ghazali, 2013). The following is a path analysis to examine the relationship between Leadership and Work Environment on performance and whether the relationship between Leadership and Work Environment to performance is mediated by Motivation with the following figure:

Figure 3
Path Analysis Model



Based on the picture above can be calculated indirect effects between independent and bound variables through intervening variables as follows:

Sixth hypothesis testing (H₆) is rejected.

Analysis of the effect of X₁ through I on Y. It is known that the direct effect given X₁ to Y is -0.220. While the indirect effect of X₁ through I on Y is the multiplication between the value of beta X₁ to I with beta I value to Y, namely: 0.371 x 0.334 = 0.123. Then the total effect given X₁ to Y is the direct effect added by indirect effects, namely: -0.220 + 0.123 = -0.097. Based on the results of these calculations, it is known that the direct effect value is -0.220 and indirect effect -0.097 which means that the value of indirect influence is greater than the value of direct influence, this result shows that indirectly X₁ through I has not been able to provide significant positive influence against Y.

Testing the seventh hypothesis (H₇) is accepted.

Analysis of the effect of X₂ through I on Y. It is known that the direct effect of X₂ on Y is 0.558. While the indirect effect of X₂ through I on Y is the multiplication of the value of beta X₂ to I with beta I value to Y, namely: 0.585 x 0.334 = 0.195. Then the total effect given by X₂ on Y is the direct effect coupled with indirect effects, namely: 0.558 + 0.195 = 0.753. Based on the results of these calculations it is known that the direct effect value is 0.558 and the indirect effect is 0.753 which means that the value of indirect influence is greater than the value direct effect, these results indicate that indirectly X₂ through I has a significant effect on Y.

Coefficient of Determination

Table 7
Significant level results
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,804 ^a	,647	,632	3,72758

a. Predictors: (Constant), Work Environment, Leadership

While the value of R² contained in the Model Summary table is 0.647 which gives the meaning that the contribution of variables X₁ and X₂ to I is 64.7% and the remaining 35.3% is the contribution of other variables that are not included in the study. And from the value of R², obtained e₁ by means of $e_1 = \sqrt{1 - 0.647} = 0.594$

Table 8
Significant level results
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,749 ^a	,560	,532	3,29661

a. Predictors: (Constant), MOTIVATION, LEADERSHIP, WORK ENVIRONMENT

The value of R² contained in the Model Summary table is 0.560 which gives the meaning that the contribution of variables X₁, X₂ and I to Y is equal to 56.0% and the remaining 44.0% is the contribution of other variables not included in the study. And from the value of R² obtained e₂, by means of $e_2 = \sqrt{1 - 0.560} = 0.663$

CONCLUSION

Based on the results of testing and discussion of the hypotheses described in the previous chapter, some conclusions can be drawn as follows:

1. There is no partial influence between the variables of Leadership and Motivation. This means that Leadership does not have a positive influence on increasing motivation for

- employees of the Department of Culture, Tourism, Youth and Sports in Dharmasraya Regency.
2. There is a partial influence between variables Work Environment and Motivation. This means that the Work Environment has a positive influence on increasing Motivation in the staff of the Department of Culture, Tourism, Youth and Sports in Dharmasraya Regency.
 3. There is a partial influence between the variables Motivation and Performance. This means that Motivation has a positive influence on improving employee performance at the Dharmasraya District Office of Culture, Tourism, Youth and Sports.
 4. There is a partial influence between the variables of Leadership and Performance. This means that the environment has a positive influence on improving employee performance at the Dharmasraya District Office of Culture, Tourism, Youth and Sports.
 5. There is a partial influence between the variables of the Work Environment and Performance. This means that the Work Environment has a positive influence on improving employee performance at the Dharmasraya District Office of Culture, Tourism, Youth and Sports.
 6. These results indicate that indirectly Leadership through Motivation has a significant influence on performance. This means that the existence of Variabel Motivation is needed to increase the influence of the environment on employee performance at the Dharmasraya Regency Culture, Tourism, Youth and Sports Agency.
 7. These results indicate that indirectly disciplined work through motivation has a significant effect on performance. This means that the existence of Variabel Motivation is needed to increase the influence of the Work Environment on employee performance at the Dharmasraya Regency Culture, Tourism, Youth and Sports Agency.

SUGGESTION

Based on the findings and conclusions of the study. For this reason, the authors propose the following suggestions:

1. The leadership needs to provide input to employees so they can work sincerely.
2. In an effort to improve employee performance, it is expected to improve leadership, work environment. This is because the two variables have a positive and significant effect on the performance of the staff of the Department of Culture, Tourism, Youth and Sports in Dharmasraya Regency.
3. For variables Work motivation is expected by leaders to maintain work motivation given to employees because work motivation as an intervening variable of employees is proven to increase the significance of the performance of employees of the Department of Culture, Tourism, Youth and Sports Dharmasraya Regency.

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