

THE INFLUENCE OF LEADERSHIP, WORK ENVIRONMENT AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE IN DOMARET RETAIL, SERANG

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Abstract: Employee performance is an issue that needs to be considered by the organization because employee performance will affect the quality of the organization in facing competition along with the times. Therefore, having quality human resources (employees) is needed to achieve organizational goals and improve employee performance. Previous studies show that leadership, work environment and motivation can improve employee performance. This study aims to analyze a model that is expected to improve employee performance by involving leadership, work environment, and work motivation. Originality/value: The novelty in this study is that no previous research has been found that discusses leadership, work environment and work motivation on employee performance at Indomaret Retail, Serang. The limitations in this study are only to analyze the magnitude of the influence of Leadership, Work Environment, and Work Motivation on Employee Performance at Indomaret Retail, Serang. The quantitative research method uses a questionnaire tool with a Likert scale and the sampling technique is done by simple random sampling. The number of samples used was 31 employees to test the four (4) hypotheses that have been determined. The Structural Equation Model-Partial Least Square (SEM-PLS) model was used to test the statistical significance of the path coefficient. The findings of the research results explain that Leadership has a significant positive effect on Employee Performance, Work Environment has a significant positive effect on Employee Performance, and Work Motivation has a positive and significant effect on Employee Performance.

Keywords: Leadership, Work Environment, Work Motivation and Employee Performance.

Introduction

Human resources are a very important factor important, even the human resource factor is the lifeblood of businesses in efforts to achieve goals. Employee performance can be improved by increasing work rewards and motivation, because with the rewards given by the company to the employees, the enthusiasm and thoroughness of employees in working will be more maximal, focused and disciplined. In this case, the function of the organization places human resources in Predefined organizational structure so that everyone has a different authorities and responsibilities, as well as differentiating professional careers between managers and employees

Employee performance is an issue that needs to be considered by the organization because employee performance will affect the quality of the organization in facing competition along with the times. Therefore, having quality human resources (employees) is needed to achieve organizational goals and improve employee performance. The problem

that is currently developing is a phenomenon in the field that indicates that various factors affect employee performance at Indomaret, Serang, namely Leadership, Work Environment, and Work Motivation. Along with this, the factors of Leadership, Work Environment and Work Motivation are things that really need attention, their influence can be directly felt in terms of employee performance.

Tabel 1.1 Results of Employee Performance Review of Indomaret, Serang

Value	Total			W eight	Percentage (%)		
	2 021	20 22	20 23		202 1	202 2	202 3
A (95-100)	30	28	25	5	50,00	48,28	54,35
B (85-94)	15	15	10	4	25,00	25,86	21,74
C (75-84)	10	10	8	3	16,67	17,24	17,39
D (60-74)	5	5	3	2	8,33	8,62	6,52
Total	60	58	46	Total	100	100	100

Source : Data processed, 2023

Table 1.1 shows the percentage of employee performance at Indomaret, Serang, using an index rating system with letters A -D. From this data, it can be seen that the performance of employees at Indomaret, Serang has decreased, with the percentage of employees who get grades A and C decreasing. However, the percentage of employees who get grades B and D increased quite high from 2022 to 2023.

Apart from the table above, this research is also supported by the research gap used as the basis for research. There are differences and limitations of research that occur as a result of previous research with variables related to this study, namely, leadership, work environment and work motivation.

Tabel 1.2 Reaseach GAP

Research Variables	Title, Author, Year	Result
The effect of work motivation on employee performance	Pengaruh Lingkungan Kerja Dan Motivasi Terhadap Kinerja Karyawan Pada PT SUNRISE POLYBAG, (Suprastha, 2020)	Work motivation has a positive effect on employee performance
	Pengaruh Motivasi Kerja terhadap Kinerja Karyawan PT. Jasa Raharja Cabang DKI Jakarta, (Setiawan, 2023)	Work motivation has a positive effect on employee performance
	Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Pada PT. PLN (PERSERO) ULP Daha Kecamatan Daha Utara Kabupaten Hulu Sungai Selatan	Work motivation has a positive effect on employee performance

	(Sa'idah, 2022)	
	Pengaruh Lingkungan Kerja Stress Kerja dan Motivasi Kerja Terhadap Kinerja Karyawan (Study Kasus UMKM Buah Baru Online (BBO) di Gamping Yogyakarta, (Agus Dwi Cahaya, 2021)	Work motivation has no effect on employee performance
	Pengaruh Kepemimpinan, Budaya Organisasi dan Motivasi Kerja terhadap Kinerja Karyawan PT. Tunas Perkasa Tekindo, (Hasanudin, 2021)	Leadership has a Positive Effect on Employee Performance
The influence of leadership on employee performance	Pengaruh Kepemimpinan dan Motivasi Kerja Terhadap Kinerja Karyawan Pada CV Berkah Aulia Nusantara Bogor Tahun 2018, 2021, 2022 (Komala, 2024)	Leadership has a Positive Effect on Employee Performance
	Pengaruh Kepemimpinan, Budaya Organisasi dan Motivasi Kerja Terhadap Kinerja Karyawan Pada PT. The Univenus Serang (Maria, 2022)	Leadership has a Positive Effect on Employee Performance
	Analisis Kesiapan untuk Berubah di Masa Pandemi Covid-19: Studi Pengaruh Kepemimpinan Transformasional terhadap Kinerja Karyawan, (Masduki Asbari, 2020)	Leadership does not affect employee performance
	Pengaruh Lingkungan Kerja, Motivasi Kerja, dan Disiplin Kerja Terhadap Kinerja Karyawan PT. Pindo Deli Pulp and Paper Mills Karawang Jawa Barat, (Lumbantobing, 2024)	The environment has a significant impact on employee performance
Effect of work environment on employee performance	Pengaruh Lingkungan Kerja Stress Kerja dan Motivasi Kerja Terhadap Kinerja Karyawan (Study Kasus UMKM Buah Baru Online (BBO) di Gamping Yogyakarta, (Agus Dwi Cahaya, 2021)	The environment has a significant impact on employee performance
	Pengaruh Lingkungan Kerja terhadap Kinerja Karyawan di SMKN 2 Buduran, (Rosy, 2021)	The environment has a significant impact on employee performance
	Lingkungan kerja berpengaruh positif terhadap kinerja karyawan, (Armansyah, 2024)	The work environment does not have a significant effect on employee performance

Research on the effect of work motivation on performance conducted by Lewis Chanderson dan Nyoman Suprastha (2020), Wahyu Fajar Setya (2023), Nurul Hasanah

(2022) motivation have a positive effect on employee performance. However, research conducted by Agus Dwi Cahaya (2024) shows that work motivation does not have a positive effect on employee performance. These results are due to the relatively small number of respondents.

Research on leadership on employee performance generally results in a positive relationship, namely in research conducted by Hasanudin (2021), Komala (2024), Maria (2022). However, there are differences in results with research conducted by Masduki Asbari (2020) that leadership has no effect on employee performance. This is because employee performance for the health service sector is more focused on service to patients and leadership is only as a support in the sector of implementing the regulations set by the agency.

Research on the work environment on employee performance conducted by Lumbangtobing (2024), Cahaya (2021), Rosy (2021) shows positive results, while research conducted by Armansyah (2024) shows negative results that the work environment has no effect on employee performance. In this study, the authors developed research into the manufacturing industry sector to find out how work environment variables affect employee performance in Retail companies.

Literature Review

2.1 Leadership

Leadership is a process that can influence and direct its members in a group to carry out their duties. (Moh. Romli, 2021). leadership is a series of structuring activities. One activity is a person's ability to influence the behavior of others, which is done in certain situations. The goal is to be willing to work together to achieve predetermined goals. Leadership is inherent in a leader. Something is in the form of certain traits such as personality or personality, ability or ability, and capability or capability. Leadership is also defined as a series of activities or activities of a leader with his interactions with subordinates or members (Pardede, 2021).

leadership is actually the result of one-way influence. This happens because a leader may have a certain quality that distinguishes him or her from his or her followers. This happens because a leader may have a certain quality. These qualities are something that differentiates him from his followers. Voluntary or compliance induction theorists tend to view leadership as coercion. In addition, leadership is the pressing of influence that occurs indirectly. Leadership is a means to form a group that is in accordance with the wishes of its leaders (M. Shalahudin, 2023)

Leadership variable indicators according to (Kartono, 2017) define that there are six indicators in leadership, including:

- (1) Making decisions
- (2) Motivate
- (3) Communication
- (4) Controlling Subordinates
- (5) Responsibility
- (6) Controlling Emotions.

2.2 Work Motivation

Motivation is the power within an individual that influences, directs, and maintains individual behavior in achieving the desired goals. Motivation is the drive that encourages individuals to take certain actions or behaviors directed at achieving goals. Motivation into two types, namely intrinsic motivation and extrinsic motivation. Intrinsic motivation is

motivation that comes from within the individual, such as the desire to learn or achieve personal achievement. Meanwhile, extrinsic motivation is motivation that comes from external factors, such as praise, awards or rewards. Motivation is an important factor in individual success in achieving goals and also in improving performance in the workplace. Therefore, understanding the factors that influence individual motivation is essential to creating a work environment that motivates and improves employee performance (Nuvriasari, 2022)

Motivation is a psychological state that moves individuals to take certain actions or behaviors in order to achieve the desired goals. Motivation can also be interpreted as a force that encourages individuals to take actions that can help achieve the desired goals. Motivation is the power within individuals that encourages individuals to act and try to achieve the desired goals. Motivation can also be interpreted as the desire within the individual to take action that leads to achieving goals (Malayu SP, 2017).

2.3 Work Environment

Darmadi (2020), the work environment includes something that is around employees so that it affects an individual in carrying out the obligations that have been assigned to him such as air conditioning, good lighting and others.

Nitisemito (2000), the work environment is all conditions around employees that are associated with psychological changes in the employees concerned.

Prasetyo (2021), the work environment is the totality of tools and materials faced where a person works, his work methods and his work arrangements both as an individual and as a group. The indicators used in this study are lighting, air circulation, noise, unpleasant odors and security (Nitisemito, 2020)

2.4 Employee Performance

The success of the organization is determined by the performance of the human resources in the organization. In the organization it is very necessary to increase the effectiveness of employee performance in order to create a good work unit in the organization. Performance is the result of work in quality and quantity that can be achieved by an employee in carrying out his main duties and functions as an employee in accordance with the responsibilities assigned or given to him.

Employee Performance is the level of contribution that employees make to the goals of their work unit and company/organization as a result of their behavior and application of their skills, abilities, and knowledge. On the other hand, Armstrong and Baron (Wibowo, 2019) state that, the definition of performance is also often interpreted as performance, work results or work performance.

Performance has a broader meaning, not only stating as a result of work, but also how the work process takes place. Performance is about doing work and the results achieved from that work. Performance is about what is done and how it is done. Performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and makes an economic contribution.

Indicators of performance include, (Wibowo, 2019):

- (1) quality,
- (2) quantity,
- (3) timeliness,
- (4) cost effectiveness,
- (5) need for supervision,
- (6) interpersonal/contextual impact of performance

Method

The population in this study were all employees who worked in Indomaret Retail, Serang warehouse section as many as 31 people. The author takes the number of samples using the maximum limit of several employees in the warehouse. The author determines the number of samples to be distributed as many as 31 People. Data collection methods in the study by collecting questionnaires distributed to employees. And data analysis methods with Structural Equation Modeling (SEM).

Quantitative research is an analysis using numerical or qualitative data methods and can be interpreted as a research method that uses a positivist paradigm. This research method has gone through several stages, especially questionnaire data collection, data analysis, and hypothesis testing. The data used in this study uses preliminary data. Primary data sources are data that is provided directly to data collectors. Basic data in quantitative data format was processed using the Likert scale. Give points from 1 to 5 at a time to find out which score is high and which score is low. (Moh. Romli, 2021)

Based on the description that has been explained in the framework of thought and previous research, the researcher can draw a hypothesis design as follows:

Hypothesis 1:

H0 : $\beta_{y1} \leq 0$, This means that the null hypothesis is accepted, leadership (X1) does not affect performance (Y).

H1 : $\beta_{y1} > 0$, This means that hypothesis one or the alternative is accepted, leadership (X1) affects performance(Y).

Hypothesis 2:

H0 : $\beta_{y2} \leq 0$, This means that the environment hypothesis is not accepted, work (X2) does not affect performance (Y).

H1 : $\beta_{y2} > 0$, This means that hypothesis one or the alternative is accepted, the work environment (X2) affects performance (Y).

Hypothesis 3:

H0 : $\beta_{y3} \leq 0$, This means that the null hypothesis is accepted, work motivation (X3) does not affect performance (Y).

H1 : $\beta_{y3} > 0$, This means hypothesis one or the alternative is accepted, work motivation (X3) affects performance (Y).

Description:

H0 = null hypothesis

H1 = hypothesis one or alternative hypothesis

β_{y1} = path coefficient on leadership (X1) to performance (Y)

β_{y2} = path coefficient about work environment (X2) to performance (Y)

β_{y3} = path coefficient of work motivation (X3) on performance (Y)

Results and Discussion

The validity test is used to measure whether a questionnaire is valid or not. A questionnaire is declared valid if the questions on the questionnaire can reveal something that the questionnaire will measure (ghozali, 2018). In conducting this validity test, researchers used 31 respondents and a significant level of 5% with the help of PLS. A question item is declared valid if the calculated r value exceeds the r table value at a significant level of 0.05 as follows:

Table 4.1. Validity Testing Results

Variabel	Indikator	r count	r Tabel (df =29)	Description
Leadership (X1)	X1.1	0.6193	0.3009	Valid
	X1.2	0.7481	0.3009	Valid
	X1.3	0.7480	0.3009	Valid
	X1.4	0.7872	0.3009	Valid
Work Environment (X2)	X2.1	0.8241	0.3009	Valid
	X2.2	0.7577	0.3009	Valid
	X2.3	0.7786	0.3009	Valid
	X2.4	0.5719	0.3009	Valid
Work Motivation (X3)	X3.1	0.8446	0.3009	Valid
	X3.2	0.7572	0.3009	Valid
	X3.3	0.7747	0.3009	Valid
	X3.4	0.6048	0.3009	Valid
Employee Performance (y)	Y1.1	0.8123	0.3009	Valid
	Y1.2	0.7452	0.3009	Valid
	Y1.3	0.7706	0.3009	Valid
	Y1.4	0.5454	0.3009	Valid

Source : Research Data, 2024

Reliability Test

Reliability test is a tool for measuring a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if someone's answer to a statement is consistent or stable over time (ghozali, 2018). A variable is said to be reliable if Cronbach alpha > 0.60. The following are the results of the reliability test of leadership variables, work environment, work motivation and employee performance as follows.

Tabel 4.2 Reability Test Result

Variabels	Cronbach Alpha Value		Reliability Coefficient Results PLS	Description
Leadership (x1)	0.6	<	0.6900	Reliable
Work Environment (X2)	0.6	<	0.6050	Reliable
Work Motivation (X3)	0.6	<	0.7870	Reliable
Employee Performance (Y)	0.6	<	0.7360	Reliable

Source : Research Data, 2024

Hypothesis Testing

T test The t test is used to test the significance of the relationship between variable X and variable Y partially or it can be said that the t test basically shows how far one independent variable individually explains the dependent variations. The output results from PLS are as follows:

4.3 Result of T-test

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	4.084	2.677		1.526	.133
T					
Leadership (X1)	.457	.125	.402	3.670	.001
Work Environment (X2)	.235	.114	.196	2.050	.045
Work Motivation (X3)	.326	.092	.386	3.531	.001

Source : Research Data, 2024

a. Dependent Variable: EMPLOYEE PERFORMANCE (Y)

Based on Table 4.3, it can be concluded that:

1. HYPOTHESIS 1

The Leadership hypothesis (X1) against employee performance (Y). Based on the results of the calculations that have been carried out, a calculated t-value of 3.670 is obtained with a positive value with a significant result of $0.001 < 0.05$. This shows that leadership has a positive effect on employee performance. This means that if Indomaret Retail's leadership in Serang is improved, employee performance will increase.

2. HYPOTHESIS 2

The hypothesis of the work environment (X2) against employee performance (Y). Based on the results of the calculations that have been carried out, a calculated t-value of 2.050 is obtained with a positive value with a significant result of $0.045 < 0.05$. This shows that the work environment has a positive effect on employee performance. This means that if the work environment is supportive, employee performance will increase.

3. HYPOTHESIS 3

Test the work motivation hypothesis (X3) on employee performance (Y). Based on the results of the calculations that have been carried out, a t-value of 3.531 is obtained with a positive value with a significant result of $0.001 < 0.05$. This shows that work motivation has a positive effect on employee performance. This means that if the motivation obtained is high, the employee's performance will increase

Conclusion

By paying attention to the analysis and discussion in the previous chapter regarding the influence of Leadership, Work Environment and Work Motivation on the Performance of Indomaret Retail Serang Employees, the following conclusions can be drawn:

1. Leadership has an influence on Employee Performance because based on the results of the calculations that have been carried out, a t-value of 3.670 is obtained with a positive value with a significant result of $0.001 < 0.05$. This shows that leadership has a positive effect on employee performance. This means that if Indomaret Retail's leadership in Serang is improved, employee performance will increase.
2. The Work Environment has an influence on Employee Performance because based on the results of the calculations that have been carried out, a t-value of 2.050 is obtained with a positive value with a significant result of $0.045 < 0.05$. This shows that the work environment has a positive effect on employee performance. This means that if the work environment is supportive, employee performance will increase
3. Work Motivation has an influence on Employee Performance because Based on the results of the calculations that have been carried out, a t-value of 3,531 is obtained with

a positive value with a significant result of $0.001 < 0.05$. This shows that work motivation has a positive effect on employee performance. This means that if the motivation obtained is high, the employee's performance will increase.

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