

# **ANALYSIS OF EFFECT OF MOTIVATION WORK ENVIRONMENT WORK AND LEADERSHIP ON THE PERFORMANCE OF EMPLOYEES IN CV MARI BAHAGIA SURAKARTA**

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## **ABSTRACT**

This study on the effect of work motivation work environment and leadership to employees performance at CV Mari Bahagia Surakarta, with the aim to analyze the effects of work motivation, work environment and leadership in CV Mari Bahagia Surakarta. In connection with the issue, proposed the following hypothesis, H1: allegedly working motivation influence on employee performance, H2: allegedly the work environment affect the performance of employees, H3: leadership thought to affect the performance of the employee.  $Y = a + b_1X_1 + b_2X_2 + b_3X_3$ . Sampling using census is sampling the number of existing population by the number of 35 employees as a sample. Gathering data using questionnaires. Data were analyzed using hypothesis test using SPSS. Results of the study hypothesis test analysis shows that, the value of the relationship of work motivation, work environment, and leadership to employee performance values obtained Fhitung 21.567. From these results, it can be concluded that all the independent variables affect the performance of employees directly and most influential variables on the performance of employees is the variable motivation and work environment.

**Keywords:** motivation, work environment, Leadership, and Employee Performance.

## **INTRODUCTION**

Every organization is required to be able to optimize human resources and manage human resources. Human resource management cannot be separated from employees who are expected to perform as well as possible in order to achieve organizational goals. Employees are the main asset of the organization and have a strategic role in the organization, namely as thinkers, planners and controllers of organizational activities. Seeing the importance of employees in the organization, employees need to pay more serious attention to the tasks they carry out so that organizational goals are achieved. Several studies have been conducted on the influence of leadership style and work motivation on employee performance, showing varying results.

Like research conducted by Suranta; Cahyono and Suharto; Hidayat; Masrukhin and Waridin; Kusmawati; Baihaqa; The results show that leadership style and work motivation have a positive and significant effect on employee performance. Then there is also research with results showing that leadership style and work motivation have a negative and insignificant effect on employee performance, such as research conducted by Guritno and Waridin. In its development, leadership style and work motivation are not only considered by private organizations, but also government organizations in improving employee performance. Human resources play a role in processing and utilizing resources and materials so that they become products. Therefore, to improve performance, it is necessary to pay attention so that human resources can work efficiently and display performance that can contribute to productivity, which is a fundamental problem of various management and leadership concepts.

## LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### **Work Motivation**

According to Manullang, in personnel management, motivation is giving employees enthusiasm for work. The theory of human motivation developed by Maslow in Mathis, groups human needs into five categories which increase in a certain order. According to Arep there are nine motivation factors, of which the nine can be summarized in general into six factors. Human needs factors (basic needs, security needs, social needs), compensation factors, communication factors, leadership factors, training factors, achievement factors.

### **Work Environment**

The work environment is an important factor in creating employee performance. A work environment condition is said to be good if employees can carry out activities optimally, healthily, safely and comfortably. Therefore, determining and creating a good work environment will greatly determine the success of achieving organizational goals. On the other hand, if the work environment is not good, it will reduce motivation and work enthusiasm and ultimately reduce employee performance. The conditions and atmosphere of a good working environment can be created by organizing the organization properly and correctly, as stated by Sarwoto, that a good working atmosphere is produced especially in a well-structured organization, while a poor working atmosphere is mostly caused by organizations that are not structured. well too. According to Sedarmayanti, generally speaking, the types of work environments are divided into: The coloring of the walls of the work space should use soft colors.

### **Leadership**

Leadership is the use of influence to motivate employees to achieve organizational goals. According to Josep C. Rost's opinion in Triantoro Safaria, leadership is a relationship of mutual influence between leaders and followers who want real change that reflects their common goals. In an effort to carry out effective leadership, apart from having the ability and skills in leadership, a leader should determine the appropriate leadership style according to the situation and conditions of the group members. Many scientific studies have been carried out by many experts regarding leadership, and the results are in the form of theories about leadership, so that the theories that emerge show differences.

### **Employee Performance**

Employee performance is often interpreted as task achievement, where employees at work must be in accordance with the organization's work program to show the level of organizational performance in achieving the organization's vision, mission and goals. According to Gibson, employee performance is the desired result of the actor. Employee performance is the degree to which employees achieve job requirements. According to Mathis, the factors that influence employee performance are the employee's ability for the job, the level of effort put in, and the organizational support they receive. Factors that influence employees at work, namely the employee's ability to do the job, the level of effort put in, and organizational support.

Employee performance is basically the result of the employee's work during a certain period compared to various possibilities, for example standards, targets or criteria that have been determined in advance and have been mutually agreed upon. According to Handoko, performance assessment is a process through which organizations evaluate or assess employee performance achievements. According to Dessler, performance appraisal is an effort to compare an employee's actual performance and the work performance expected of him. In assessing employee performance, they not only assess physically, but the overall work implementation regarding various areas such as work ability, craft, discipline, work relations, or special matters according to the field and level of work.

## Hypothesis Development

### **The relationship between work motivation, work environment and leadership on employee performance**

Motivation is the desire to make efforts to provide benefits to others, indicating the level at which employee behavior is successful in contributing to organizational goals. We use trust theory and job design theory to argue that employees will have more confidence in the trustworthiness of mission communications and actions of managers. This will allow employees to see how their work helps those who receive benefits as well as improve employee performance. Apart from that, the work environment is also no less important in achieving employee performance. Where the work environment influences employees in completing their work. Having an adequate work environment will certainly make employees feel at home working, so that employee work enthusiasm and enthusiasm will arise in carrying out their work, employee performance will increase.

### **Previous Research**

There are several previous studies related to work motivation, work environment, and employee performance. Emilia Rosyana Putri in her research entitled the influence of motivational factors on employee performance. The research analysis used is multiple regression analysis using the SPSS program. The results of the research are that motivational factors such as salary, work environment, interpersonal relationships and job security have a positive effect on employee performance. Recent research shows that prosocial motivation can predict higher levels of performance in jobs such as firefighting and fundraising, nursing, hospital work and education, and engineering. Meanwhile, according to Joko Purnomo in his research on leadership, work motivation and work environment, employee performance shows significant results. Where work motivation and environmental variables have a significant influence on employee performance.

## **RESEARCH METHOD**

The research was conducted at the CV Mari Bahagia Surakarta Office. The population of this research is all employees with a total of 35 employees. Meanwhile, the sampling technique uses the census technique. The entire sample was taken from the existing population so that the 35 population had the same opportunity to answer each question that was given through the questionnaire distributed. Hypothesis testing is carried out using a multiple regression equation, with the formula:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

### **Uji T (regresi parsial)**

- a. Determine the hypothesis formulation  
Ho:  $b_1 = 0$  means, there is no influence from each independent variable (x) on the dependent variable (y).  
Ha:  $b_1 \neq 0$  means, there is an influence of each independent variable (x) on the dependent variable (y).
- b. Determine the degree of confidence of 95% ( $\alpha = 0.05$ ).
- c. Determining significance  
The significance value (P value) is  $\leq 0.05$ , then Ho is rejected and Ha is accepted.  
The significance value (P value) is  $> 0.05$ , then Ho is accepted and Ha is rejected.

### **Uji F (regresi simultan)**

- a. Determine the hypothesis formulation  
Ho:  $b_1 = 0$  means, all independent variables (x) simultaneously do not influence the dependent variable (y).  
Ha:  $b_1 \neq 0$  means, all independent variables (x) simultaneously influence the dependent variable (y).
- b. Determine the degree of confidence of 95% ( $\alpha = 0.05$ ).

c. Determining significance

The significance value (P value) is  $\leq 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted.

The significance value (p value) is  $> 0.05$ , then  $H_0$  is accepted and  $H_a$  is rejected.

## RESULT

The results of research using hypothesis testing show the following:

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2,463	3,170		,777	,443		
1 MotivasiKerja	,560	,107	,587	5,213	,000	,825	1,213
LingkunganKerja	,187	,077	,259	2,428	,021	,916	1,091
Kepemimpinan	,244	,101	,262	2,421	,022	,895	1,117

a. Dependent Variable: KinerjaKaryawan

1. Work motivation has a positive effect on employee performance.

The results of this research show that work motivation has a positive and significant effect on employee performance at CV Mari Bahagia. These results are similar to research conducted by Emilia Rosyana Putri (2001) and Joko Purnomo (2008) with the results that work motivation has a positive effect on employee performance. It is proven from the results of the t test obtained. From these calculations, the results obtained are  $t_{count} = 5.213 > t_{table} = 2.040$ , then  $H_0$  is rejected so that there is a significant influence of Work Motivation on Employee Performance.

2. The work environment has a positive effect on employee performance.

The results of this research show that the work environment has a positive and significant effect on employee performance at CV Mari Bahagia. These results show that there are similarities in research conducted by Emilia Rosyana Putri (2001) and Joko Purnomo (2008) with the results that the work environment has a positive effect on performance. employee. From these calculations, the results obtained are  $t_{count} = 2.428 > t_{table} = 2.040$ , so  $H_0$  is rejected so that there is a significant influence of the Work Environment on Employee Performance.

3. Leadership has a positive and significant effect on employee performance.

The results of this research show that leadership has a positive and significant effect on employee performance at CV Mari Bahagia. These results show that there are similarities between research conducted by Eka Idham Iip K Lewa and Subowo (2005) and Joko Purnomo (2008), with the results of leadership has a positive effect on employee performance. From these calculations, the results obtained are  $t_{count} = 2.421 > t_{table} = 2.040$ , so  $H_0$  is rejected so that there is a significant influence of leadership on employee performance.

4. Work motivation, work environment and leadership have a positive effect on employee performance.

The results of this research show that leadership has a positive and significant effect on employee performance at CV Mari Bahagia. These results show that there are similarities with research conducted by Joko Purnomo (2008) that work environment, work motivation and leadership have a positive effect on employee performance. It is proven from the results of the F test that the calculation results show that the  $F_{count}$  value is 21.567, this number means  $F_{count}$  is greater than  $F_{table}$  so the decision is to reject  $H_0$ . The three independent variables significantly influence employee performance satisfaction at CV Mari Bahagia simultaneously.

## DISCUSSIONS

Based on the calculation results, the results of the regression equation are as follows:  $Y = 2.463 + 0.560 X_1 + 0.187 X_2 + 0.244 X_3 + e$ .

1. Based on the t test, the results obtained from calculating the t value of the Work Motivation variable is 5.213, Work Environment is 2.428 and Leadership is 2.421 which is greater than the t table value

= 2.040, meaning that  $H_0$  is rejected so there is a significant influence of Work Motivation, Work Environment and Leadership on Performance Individual employees. The results of this research show that the hypothesis that work motivation has a positive and significant effect on employee performance at CV Mari Bahagia, the work environment has a positive and significant effect on employee performance at CV Mari Bahagia, leadership has a positive and significant effect on employee performance at CV Mari Bahagia has been proven to be true.

2. Based on the F test, the calculated value of Fcount is 21.567, this number means Fcount is greater than Ftable so the decision is to reject  $H_0$ . Thus, simultaneously the variables Work Motivation, Work Environment and Leadership significantly influence CV Mari Bahagia Employee Performance.
3. From the calculation results, the coefficient of determination (Adjusted R<sup>2</sup>) is 0.645, this means that the independent variables in the model (Work Motivation, Work Environment and Leadership) explain variations in employee performance at CV Mari Bahagia by 64.5% and 35%. 5% is explained by other factors or variables outside the model.

### **CONCLUSION, LIMITATION, SUGGESTION**

1. The company strives to improve employee performance by paying attention to environmental factors, for example creating harmonious relationships between employees and leaders and providing comfortable and quiet room facilities. Things that must be paid attention to at CV Mari Bahagia include more air circulation as well as an orderly layout of factory equipment and a wider parking area for the comfort and safety of employees while working.
2. Companies strive to improve employee performance by paying attention to leadership factors, for example providing opportunities for employees to make decisions and it is hoped that leaders will have a democratic nature towards employees.
3. With the results that have been researched, we hope that companies will pay more attention to various aspects, including work motivation, work environment and leadership so that employees feel safe and comfortable when carrying out activities within the company.
4. Companies in an effort to improve employee performance by paying attention to work motivation factors, for example increasing incentives, providing job promotions

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