

Research Article

Analysis of The Effect of Motivation, Leadership and Work Environment on Employee Performance and Its Impact on The Performance of Governmental Working Unit (SKPK) (Case Study at Aceh Jaya District, Aceh Province, Indonesia)

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Abstract: Aceh Jaya Regency is one of the regencies in Aceh Province that carries out government functions in accordance with its authority. The Regency is managed by 43 Regency Government Working Unit (SKPK) and 1,299 employees. This organization was formed as an effort for the welfare of the people, but the expected performance was still not satisfactory of which it was sometimes perceived as not good. The phenomenon of less optimal employee service can be seen from the public perception of service and this study analyzes variables that affect employee performance as well as organizational performance. The objective of research is to investigate the influence of motivation, leadership and work environment on the performance of the Aceh Jaya District's Work Unit (SKPK) with employee performance as an intervening variable. The research population consist of 1,299 people and the samples taken are 185 employees. The study determined the variables of work motivation, leadership and work environment as independent variables and organizational performance as the dependent variable and employee performance variables as intervening variables. The proof of hypothesis is analyzed by setting the indicator CR value and p value and the results of the study show all hypotheses can be accepted because the CR value is entirely above 1.96 and the p value is below 0.05. It was concluded that work motivation, leadership, work environment and employee performance directly influence organizational performance. It is recommended that work motivation, leadership, work environment and employee performance can be improved to achieve better organizational performance.

Keywords: Work motivation, Leadership, Work Environment, Employee Performance, Organization Performance.

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INTRODUCTION

The Aceh Jaya District Work Unit (SKPK) is a district government organization consisting of several work units that have their respective duties and functions, vision and mission that will be achieved by each agency and the end of each year. Achieving and realizing organizational performance is an essential for the agency especially in providing and improving services to the community especially in the district. Organizational performance in this case is a description of the level of achievement of task performance in an organization in an effort to realize the goal, objective, mission and vision of the organization. The target to be achieved by SKPK is contained in the vision of the Aceh Jaya Medium Term Development Plan (RPJMK) "2012-2017 of which it is an advanced, peaceful, prosperous, and religiously supported Aceh Jaya Regency. quality, faithful and devoted, as well as strong

clothing and food through the Aceh Jaya People's Development Movement (KING GATES) and Aceh Jaya RPJMK".

The achievement of organizational performance in each SKPK) can be seen in several indicators that will reflect the good and bad performance of the organization to achieved. such as whether the service procedure provided is appropriate, whether the service requirements imposed on the recipient of the service whether has been fulfilled, the level of discipline of the officer in providing services to the community, the responsibility of the service officer whether the officer has ascertained his responsibility in carrying out his duties, the speed of service provided to the community is in accordance with the targeted time. politeness and friendliness of staff in providing services, certainty of service costs charged to the community, certainty of the schedule of services

provided and the comfort of the environment and security of services, so that people who need services feel safe.

Employee performance at each SKPK "is the work of quality and quantity that is achieved by employees of the agency in accordance with their duties and responsibilities. Based on the observation that the author made stated "it turned out that the performance achieved by the employee still did not show the performance as expected. This can be seen from the work of employees in providing services to the community is still relatively low, so that the contribution given by employees to the organization is not optimal".

Achieving employee performance and organizational performance needs a certain of motivation, leadership and work environment for all employees at the agency. Hence motivational factors, leadership and work environment have an important role in improving employee performance and its impact on overall organizational performance.

Based on the descriptions explained previously, it is necessary to do an empirical research in order to investigate "the influence of motivation, leadership and work environment on employee performance and its impact on the performance of SKPK of Aceh Jaya District.

LITERATURE REVIEW

Work motivation

Motivation "is a condition that is needed by everyone. It is needed every day to run a life, help others, lead a group of people and to achieve the desired goals, Harvey, C, (2012: 5). Motivation comes from the word "movere" (latin), which means to encourage or move (Saydan, 2012: 226)".

According to "Hasibuan (2011: 95) motivation is the provision of driving force that creates the excitement of one's work, so that they will cooperate, work effectively and integrate with all their efforts to achieve satisfaction". Work motivation according to "Saydan, (2012: 78) is all the power that is in someone who gives power, direction and maintains the behavior in question. In our daily lives, motivation is defined as the whole process of giving encouragement or stimulation to employees, so that they are willing to work willingly without feeling forced".

Meanwhile, according to Mangkunegara, A.P (2012: 93), "motivation is a tendency to indulge in activities, starting from encouragement in self (drive) and ending with self-adjustment, adjustment is said to satisfy the motive". Similarly, Rivai and Sagala (2009: 455) stated that "Motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals".

Organizational Performance

According to "Ambar (2013: 223) organizational performance is the answer to the success or failure of the stated organizational goals. Bosses or managers often don't pay attention unless it's already very bad or things go awry. Too often managers don't know how bad performance has fallen so companies / agencies face a serious crisis. Deep impressions of the organization result in and ignore the warning signs of deteriorating performance".

Bahri (2015) states that "the performance of a company / organization is a display of the situation as a whole for a company over a period of time, is a result or achievement that is influenced by the company's operational activities in utilizing the resources it has". "Performance can also be said as a result (output) of a particular process carried out by all organizational components towards certain sources used (input)". Furthermore, performance is also the result of a series of process activities carried out to achieve certain organizational goals. For an organization, performance is the result of collaborative activities between members or organizational components in order to realize organizational goals".

Employee Performance

According to Yunus (2014) "performance is a systematic assessment to find out the work results of employees and organizational performance. in addition, it is also to determine work training appropriately, provide better responses in the future and as a basis for determining policies in terms of promotion and determination of benefits".

According to Timpe Dale (2012: 31), "employee performance is the level of achievement of a person or employee in an organization or company that can increase productivity. Performance according to Meiner Jonh (2012; 43) is as success that can be achieved by individuals in doing their work, where the measure of success achieved by individuals cannot be equated with other individuals. The success obtained by an individual is based on the size that applies and is tailored to the type of work". Whereas "Subowo (2012: 130), argues that performance is closely related to the goal or as a result of individual work behavior, the results expected can be demands from the individual itself.

Robbins (2012: 212), defines employee work performance as a result of the work of an employee for a certain period compared to various possibilities, for example standards, targets / criteria or criteria that have been determined in advance and have been agreed upon. Therefore work performance generally concerns the work or the type of human work that does the job and the abilities / skills and environment rather than the job". "And the ability to empathize and foster

relationships with others".

Leadership

"It is defined as a process of social influence, where leaders seek voluntary participation from subordinates in an effort to achieve organizational goals (Kreitner and Kinicki, 2011: 299)".

Furthermore "Peters and Austin (in Kreitner and Kinicki, 2011: 299) describe broader leadership, namely leadership means vision, encouragement, enthusiasm, love, trust, excitement, lust, obsession, consistency, use of symbols, attention, and a number of Other things". "Leadership depends on a million small things that are done with obsession, consistency, and caring, but a million little things do not mean anything if there is no belief, vision, and basic beliefs".

Furthermore Griffin (2014: 163) provides an understanding of "leadership is a form of domination based on capability or personal ability, which is able to encourage and invite others to do something in order to achieve a common goal". Furthermore Griffin (2014: 143), "said leader behavior has a tendency to two things, namely consideration of relationships with subordinates and the structure of initiation or results achieved. Leadership tendency describes relationships that are familiar with subordinates, for example being friendly, helping and defending the interests of subordinates, willing to accept subordinate consultations, and providing welfare. The tendency of a leader to give a boundary between the role of leaders and subordinates in achieving the goal, giving instructions for the implementation of tasks (when, how, and what results will be achieved)".

Work Environment

"The work environment is one of the important factors in creating employee performance. Because the work environment has a direct influence on employees in completing work which will ultimately improve the performance of the organization. A working environment condition is said to be good if employees can carry out activities optimally, healthily, safely, and comfortably ". Ibrahim (2015) states "the work environment is a social, psychological, and physical life in a company that influences workers in carrying out their duties. Human life can not be separated from various circumstances surrounding environment, between humans and the environment there is a very close relationship. In this case, humans will always try to adapt to various circumstances surrounding environment".

According to "Artoyo in (Sariyathi, 2012: 66) good management thinks of a good and pleasant work environment because it is very needed by the workforce. The environment is thought to have a strong influence in forming employee behavior. The work environment has an important position in an integrated

management control environment whose elements are labor, work tools, working conditions, organizational leadership and policy patterns".

According to Sariyathi, (2012: 66) "it is anything that is in the worker's environment that can influence him / her in carrying out the tasks charged. The work environment in an organization has an important role for the smooth production process because a good work environment can not only satisfy employees in carrying out tasks, but also influence in improving employee performance".

According to Sariyathi, (2012: 66) "the work environment in an organization is very important to be considered by the leadership of the organization because the work environment has a direct influence on employees who work. A work environment that satisfies employees will be able to improve employee performance and conversely a very unsatisfactory work environment can reduce employee performance".

RESEARCH METHOD

"The study research was carried out at the Aceh Jaya SKPK, while the objects of this research were work motivation, leadership, work environment, employee performance and the performance of the Agency".

Samples are "parts of the population taken through certain ways that also have certain characteristics, clear and complete which are considered to represent the population. In other words the sample is partially or representative of the population that can be examined by Umar (2012: 108)". The sample in this study was part of a member of the institutions. Sampling is done by paying attention to the minimum number of samples, namely by taking 5 times the number of indicator variables (Firdinand, 2006) so that the minimum number of samples in the study is 5×37 indicators = 185 people.

The data analytical tool used in this study is structural equation modeling (SEM) with the help of the Amos program. SEM equation models are a set of statistical techniques that allow testing of a relatively complex set of relationships simultaneously (Ferdinand, 2011: 181)".

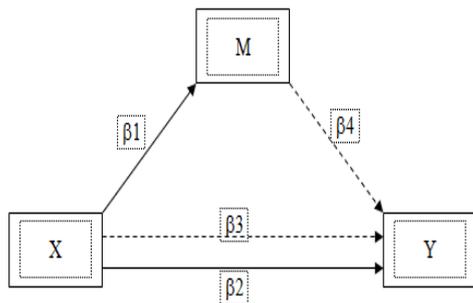
"The appearance of a complicated model has the effect that in reality the management decision-making process is a complicated process or is a multidimensional process with various patterns of tiered causality relationships. Therefore we need a model as well as an analytical tool that is able to accommodate multidimensional research".

SEM is able to "insert latent variables into the analysis. Latent variables are unobserved concepts that are approximated by observed or measured variables

obtained by respondents through data collection methods (survey, test, observation) and often called manifest variables (Ghozali, 2014) ".

"The advantages of the application of SEM in management research is because of its ability to confirm the dimensions of a concept or factor that is very commonly used in management and its ability to measure the influence of relationships that are theoretically available (Ferdinand, 2011: 5) ".

The research framework showing the testing of mediating effect may be seen on figure 3.2 as follows:



The results of the reliability test from the results of this study can be illustrated in the following Table 1 as follows:

Table 1. Reliability Test Results

No	Variable	Number of Question Items	Cronbach Alpha	Cut-off Value	Information
1	Work motivation	5	0,921	> 0,60	Reliabel
2	Leadership	6	0,939	> 0,60	Reliabel
3	Work environment	6	0,765	> 0,60	Reliabel
4	Employee Performance	6	0,813	> 0,60	Reliabel
5	SKPK Performance	14	0,879	> 0,60	Reliabel

Source: Primary Data, 2018 (processed)

From the results of testing reliability tests indicate that the variables of motivation, leadership, environment, employee performance and organizational performance have an Alpha-Cronbach coefficient of 0.921; 0.939; 0.765; 0.813; and 0.879. Because these values are greater than 0.60.

Figure 3.2. Testing of Mediating Effects

RESULTS AND DISCUSSIONS

Reliability Test Results

Whereas "to assess the reliability of the questionnaire used, then in this study used a reliability test based on Cronbach Alpha which is commonly used for testing questionnaires in social science research. This analysis is used to interpret the correlation between the scale made with the existing variable scale. Testing reliability is intended to determine the extent to which the measurement results remain consistent or stable over time ". "The reliability testing of the questionnaire in this study used the Statistical Package for Social Science (SPSS) program with the Cronbach Alpha reliability test technique". "A construct or variable can be said to be reliable if it gives a Cronbach Alpha value > 0.60 (Nunnally in Ghozali, 2005)".

Evaluation Results for the Goodness of Fit Criteria

The results of the description of the Goodness of fit Measurement Model in this study, the summary are as follows:

Table 2
Table of Criteria for Goodness of Fit Measurement Models

Size Index Criteria	Cut-off Value	Analysis Results	Model Evaluation
CMIN	Default Model Between Saturated & Independence	10,086	Well
Baseline Comparisons	Approaching 1	Above 0.8 for NFI, IFI, TLI and CFI	Well
Parsimony Adjusted Measures	0-1	Pration, PNFI, PDCFI are between 0-1	Well
RMSEA	> 0,05	0,351	Well
AIC	Smaller Default Saturated & Independence Models	3561,382< 812,000	Well
ECVI	Default Model Diantara Saturated & Independence	19,676> 4,486 48,987	Well

The table above reveals that in general, using the goodness of fit test, it can be concluded that the existing measurement model meets the fit criteria, so that the output coming out of this model can be used as findings or research findings related to the relationship between indicators and constructs. each.

Hypothesis testing

Testing the research hypothesis as an advanced stage of testing - "previous testing, hypothesis testing is based on the processing of research data using SEM analysis that is by regression value analysis (Regression Weight Analysis Structural Equation Model)".

"Hypothesis testing is done by analyzing the value of Critical Ratio (CR) and Probability (p) results of data processing compared with the statistic limits required, which are above 1.96" for CR values and 0.05 for P. values.

If "the results of the SEM data in this study describe the values that meet these requirements, the research hypothesis can be accepted". Testing hypotheses can be done on hypotheses that have been previously set as follows:

Hypothesis: 1

- Ho: Work motivation does not affect the performance of the agency's employees.
- Ha: Work motivation has an influence on the performance of the agency's employees

The CR value is known to be 3.295 greater than the comparison CR number of 1.96, then "P value of 0.000 is also much smaller than the value of 0.05, so Ho is rejected and ha is accepted. This means that there is a significant relationship between the construct of work motivation on employee performance, meaning that whenever there is a change in work motivation there will be a change in work motivation for the task of

change in employee performance ".

Hypothesis: 2

- Ho: Work leadership does not affect the performance of the the agency's employees
- Ha: Influences the performance of the the agency's employees

Based on the results of data processing, the CR value of leadership influence on employee performance is 2.036. This value when compared with the comparison number CR of 1.92 shows that it means that there is an influence of leadership on employee performance. The influence is significant where the value of 0.042 is much smaller than the comparison p value of 0.05 is smaller with the comparative p value of the effect is quite significant (significant). This condition means that if there is an increase in leadership, it will affect the increase in employee performance.

Hypothesis: 3

- Ho: Work environment presumed does not affect the performance of the the agency's employees
- Ha: Work environment presumed has an effect on the performance of the the agency's employees

The acquisition of CR value for the influence of the work environment on employee performance of 2.156 is far greater than the value of CR comparing 1.96, meaning that there is an influence of the work environment on employee performance. The influence is significant where p values of 0.031 are much smaller than the comparison p value of 0.05. This means that if the work environment increases, then there will be an increase in employee performance.

Hypothesis: 4

- Ho: Work motivation does not affect the performance of SKPK.
- Ha: Work motivation has an influence on the

performance of SKPK.

Based on the results of data processing, it is known that the CR value of the effect of work motivation on organizational performance is 5.827 greater than 1.96, it is found that there is an influence of work motivation on organizational performance. Effect of work motivation on organizational performance. The influence is significant where p values of 0,000 are much smaller than the comparison p value of 0.05.

Thus the changes that occur in work motivation will also bring changes to the performance of the agency.

Hypothesis: 5

Ho: Leadership does not affect the performance of SKPK

Ha: Leadership influences the performance of SKPK

The CR value for leadership has an effect on organizational performance of 2,342 greater than 1.92, meaning that there is an influence of leadership on organizational performance and that influence is significant where the P value of 0.019 meets the value of $p = 0.05$.

Thus there is a significant effect of leadership on organizational performance, so that if there is an increase in leadership there will be an increase in the performance of SKPK.

Hypothesis: 6

Ho: Work environment does not affect the performance of SKPK

Ha: Work environment has an influence on the performance of SKPK

The CR value of the influence of the work environment on organizational performance has been obtained at 1.470 smaller than 1.92, so the work environment does not affect organizational performance, where the P value of 0.142 does not meet the value of $p = 0.05$.

From these conditions it is stated that if there is a change in the work environment, it is not enough to be able to improve the performance of the Aceh Jaya District Work Unit (SKPK) organization.

Hypothesis: 7

Ho: Employee performance does not affect the performance of SKPK

Ha: Employee performance has an influence on the performance of SKPK

The CR value for employee performance has an effect on organizational performance of 3.891 greater than 1.92, meaning that there is an influence of employee performance on organizational performance and that influence is significant where the P value of

0.000 has met the value of $p = 0.05$.

Thus there is a significant effect of employee performance on organizational performance, so that if there is an increase in employee performance there will be an increase in the performance of SKPK of the district.

Hypothesis: 8

Ho: There is no indirect influence between the work environment on organizational performance through employee performance.

Ha: There is an indirect influence between the work environment on organizational performance through employee performance.

Indirect influence of the work environment on organizational performance through the amount of 0.060, it turns out there is a full effect of mediation of the work environment on organizational performance through employee performance, where the significant value of P obtained at 0.001 has met the value of $p = 0.05$.

From these conditions it is stated that if there is a change in the work environment, there will also be changes in the organizational performance of the Aceh Jaya District Work Unit (SKPK) through employee performance.

Hypothesis: 9

Ho: There is no indirect influence between leadership on organizational performance through employee performance.

Ha: There is an indirect influence between leadership on organizational performance through employee performance.

The indirect influence of leadership on organizational performance through the amount of 0.039, it turns out there is a full influence of leadership mediation on organizational performance through employee performance, where the significant value of P is obtained at 0,000 has met the value of $p = 0.05$.

From these conditions it is stated that if there is a change in leadership, there will also be changes in the organizational performance of the Aceh Jaya District Work Unit (SKPK) through employee performance.

Hypothesis: 10

Ho: There is no indirect influence between work motivation on organizational performance through employee performance.

Ha: There is an indirect influence between work motivation on organizational performance through employee performance.

Indirect influence "work motivation on organizational performance through equal to 0.075, it

turns out there is a full effect of mediation of work motivation on organizational performance through employee performance", where the significant value of P is obtained at 0,000 has met the value of $p = 0.05$. From these conditions it is stated that if there is a change in leadership, there will also be a change in the

performance of the Aceh Jaya agency.

Before the proof of the direct influence or indirect influence is carried out, the coefficient magnitude is known as the table 3 below:

Table. 3 Inter Variable Effect Coefficient

			Estimate
Kinerja_Pegawai	←	Motivasi_Kerja	,249
Kinerja_Pegawai	←	Kepemimpinan	,180
Kinerja_Pegawai	←	Lingkungan_Kerja	,217
Kinerja_Organisasi	←	Kinerja_Pegawai	,240
Kinerja_Organisasi	←	Motivasi_Kerja	,350
Kinerja_Organisasi	←	Lingkungan_Kerja	,116
Kinerja_Organisasi	←	Kepemimpinan	,161

Sumber : Hasil Penelitian, 2018 (diolah)

Based on the table above, it is known that work motivation has an effect on organizational performance with a coefficient of 0.442, while other variables are the coefficient of influence on other variables below that value and the lowest is the coefficient of the work environment variable.

Testing this hypothesis is testing the existence of "direct or indirect influence in order to determine the strength of influence between constructs both directly and indirectly". The full model of SEM of the research can be seen on the figure 1 as follow:

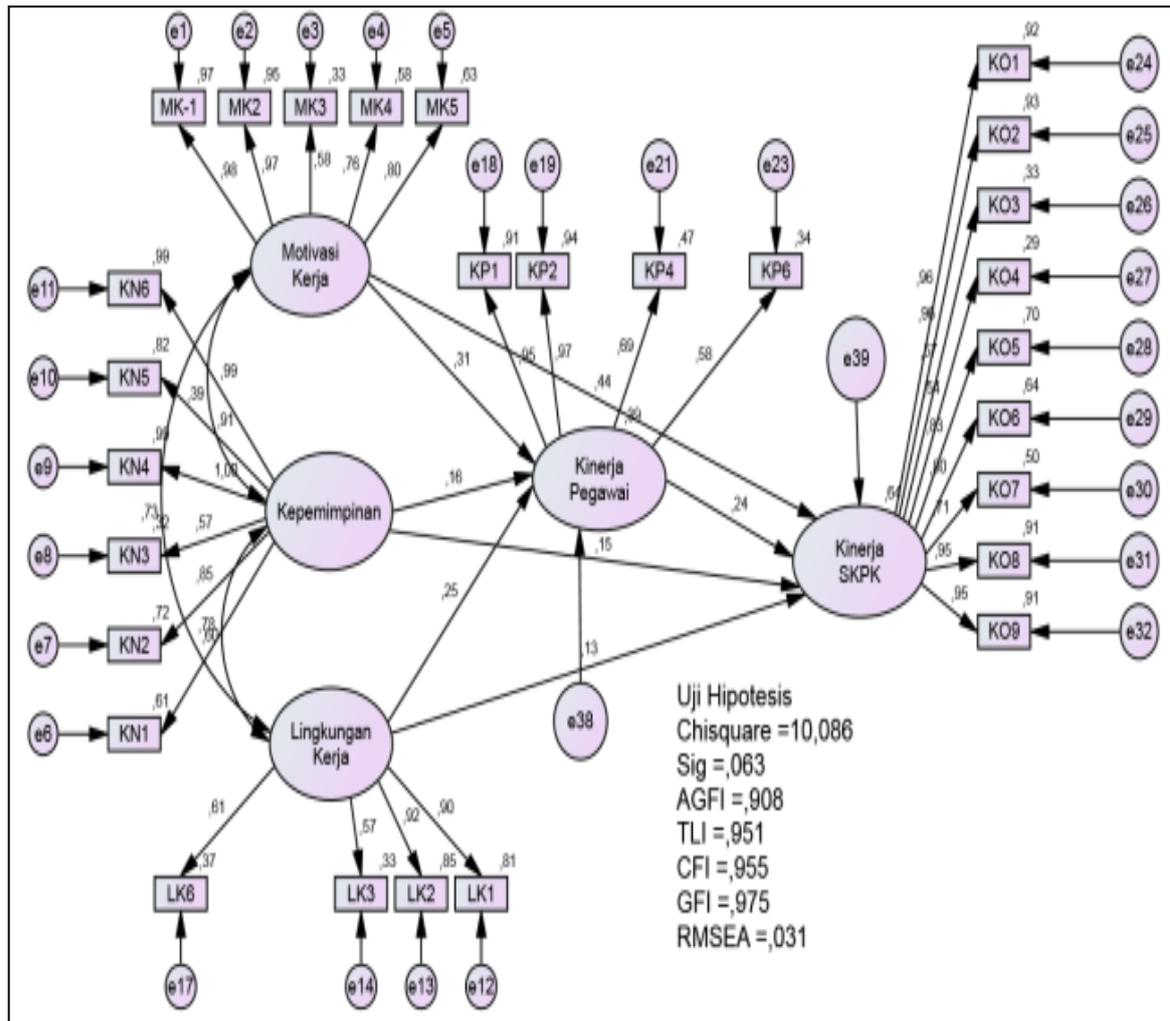


Figure 1 Structural Equation Model

Based on the data, it is known that the coefficient values indicate a direct and indirect influence and work motivation, leadership and work

environment on employee performance and organizational performance, to analyze these influences can be seen on the following table 4:

Table 4. Direct Influence and Indirect Influence

No	Uraian	Langsung	Tidak Langsung	Ket
1	Pengaruh motivasi kerja terhadap Kinerja organisasi	0,350	-	-
2	Pengaruh kepemimpinan terhadap Kinerja organisasi	0,161	-	-
3	Pengaruh lingkungan kerja terhadap Kinerja organisasi	0,116	-	-
4	Pengaruh motivasi kerja terhadap Kinerja pegawai	0,249	-	-
5	Pengaruh kepemimpinan terhadap Kinerja pegawai	0,180	-	-
6	Pengaruh lingkungan kerja terhadap Kinerja pegawai	0,217	-	-
7	Pengaruh kinerja pegawai terhadap Kinerja organisasi	0,240	-	-
8	Pengaruh motivasi kerja terhadap kinerja organisasi melalui kinerja pegawai	-	0,075	Tidak langsung
9	Pengaruh kepemimpinan terhadap kinerja organisasi melalui kinerja pegawai	-	0,039	Tidak langsung
10	Pengaruh lingkungan kerja terhadap kinerja organisasi melalui kinerja pegawai	-	0,060	

Sumber : Hasil Penelitian, 2018 (diolah)

Based on the table above, it can be explained that the direct effect between the independent variables in this study of work motivation (X1) on dependence is smaller organizational performance (Z) if the influence is compared through variable intervening employee performance (Y).

In the table above also shows "the direct effect between X and Z is 0.350, while the indirect effect through Y is smaller than 0.075. Furthermore, the direct effect of the independent variable is greater than the indirect effect on the dependent variable through mediating variables "ie employee performance, the variable employee performance is acting as an intervening partial variable that can minimize the intervening partial influence that can minimize the independent influence of the dependent variable.

The direct influence between the independent variables of Leadership (X2) on the variable (Z) is greater than the effect if through the intervening variable of employee performance (Y). The direct influence between leadership (X2) on organizational performance (Z) is 0.161 while the influence through the intervening variable (Y) is 0.039. Furthermore, the direct effect of the independent variable is greater than the indirect effect of the dependent variable through mediating variables, namely employee performance, the variable employee performance plays an intervening partial variable that can minimize the intervening partial influence that can minimize the independent influence of the dependent variable.

The direct effect between the independent variables of the work environment (X3) on the variable (Z) "is greater than the effect if through the intervening variable of employee performance (Y). The direct influence between the work environment (X3) "of organizational performance (Z) is 0.116 while the influence through the intervening variable (Y) is 0.060. Furthermore, the direct effect of the independent variable is greater than the indirect effect of the dependent variable through mediating variables, namely employee performance, the variable employee performance plays a role as an intervening partial variable that can minimize the intervening partial influence that can minimize the independent influence of the dependent variable.

CONCLUSIONS

1. Work motivation, leadership and work environment have an influence on employee performance and the performance of SKPK
2. Work motivation has a positive influence both directly and indirectly on organizational performance, however, direct influence has a greater coefficient than that of indirect influence.
3. Leadership is a variable that does not have a direct influence on organizational performance, but this variable has a positive and indirect influence on

organizational performance, although this variable has a direct influence on employee performance.

4. The work environment has a positive and direct influence on organizational performance and the influence of the landscape is far greater than its indirect influence on organizational performance.
5. Employee performance has a significant effect on organizational performance, this means that organizational performance, this means that employee performance is influenced by work motivation, leadership and work environment and has an impact on the high and low performance of the organization.

RECOMMENDATIONS

1. The work environment has been positively perceived from the analysis of the influence on organizational performance is also quite good, where the direct influence and indirect influence are both positive. However, there is a need to improve the quality of the work environment such as meeting occupational health standards, increasing comfort and safety in work.
2. It revealed that the change coefficient of the influence of independent variables on the dependent variable is known that work motivation is the highest coefficient value. In line with this, the Regency Government can prioritize the improvement of employee performance on work motivation factors.
3. It indicated that leadership does not directly influence organizational performance
4. The coefficient value influencing of these variables on organizational performance is also low. It is therefore recommended that the leadership of the agency enhance its role of which it is in turn will improve organizational performance.

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