

Leadership And Work Environment Mediated by Work Motivation to Employee Performance at Ar-Risalah Surakarta Foundation

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ABSTRACT

This research aims to investigate the influence of leadership style, work environment and work motivation to employees performance. In addition, this research is also to investigate work motivation as a mediating factor between leadership style, work environment, and employee performance. The study encompasses of 180 employees, with a sample size of 64 respondents selected through purposive sampling. Primary data were collected using a questionnaire. The findings reveal that leadership style lacks a positively and significantly impacts employees performance. While work environment positively and significantly influences employees performance. Additionally, work environment affects positively and significantly to work motivation. Furthermore, work environment positively and significantly affects employee performance. The study also indicates that leadership style positively and significantly influences employee performance through work motivation, and similarly, work environment has a positive and significant impact on employee performance through work motivation.

Keywords: Leadership Style, Work Environment, Work Motivation, and Employees Performance.

ABSTRAK

Penelitian ini bertujuan untuk menyelidiki pengaruh gaya kepemimpinan, lingkungan kerja dan motivasi kerja terhadap kinerja karyawan. Selain itu, penelitian ini juga untuk menyelidiki motivasi kerja sebagai faktor mediasi antara gaya kepemimpinan, lingkungan kerja, dan kinerja karyawan. Studi ini mencakup 180 karyawan, dengan ukuran sampel 64 responden yang dipilih melalui *purposive sampling*. Data primer dikumpulkan menggunakan kuesioner. Temuan ini mengungkapkan bahwa gaya kepemimpinan tidak memiliki dampak positif dan signifikan terhadap kinerja karyawan. Sedangkan lingkungan kerja secara positif dan signifikan mempengaruhi kinerja karyawan. Selain itu, lingkungan kerja berdampak positif dan signifikan terhadap motivasi kerja. Selanjutnya, lingkungan kerja berdampak positif dan signifikan terhadap kinerja karyawan. Studi ini juga menunjukkan bahwa gaya kepemimpinan secara positif dan signifikan mempengaruhi kinerja karyawan melalui motivasi kerja, dan demikian pula lingkungan kerja memiliki dampak positif dan signifikan terhadap kinerja karyawan melalui motivasi kerja.

Kata kunci: Gaya Kepemimpinan, Lingkungan Kerja, Motivasi Kerja, dan Kinerja Karyawan.

INTRODUCTION

Human resource is the main components in the organization. By the capable people and full of enthusiastic are hoped able to accomplish the goal of organization effectively. The organization targets are decided by employee performance. In addition to optimize the employee performance is needed supporting factors that are

leadership style, work environment, and employee motivation in doing their responsibilities and tasks.

Leadership style has an important contribution to the employee performance. A leader is able to give an instruction and approach to the employee to gain the goal. (Sari et al. 2004) states that the leadership is a conducting a task directing from top to down which has a function to discipline employee activities to reach the purpose that is decided. The effective leadership is able to give motivation to the employee such as stated by (Muhammad et al., 2023) that motivation is how to direct resource and potential team in order to work productively to gain and to realize the goal of organization.

Work environment which comfortable and good relation among the employees is also the significance component in increasing the spirit of employees carrying out the job. It is stated by (Khasbulloh et al. 2023) that work environment is a place where the employees doing their activities every day. Good work environment which gives save and comfortable feeling to the employees and makes the employees working optimally.

In accordance to the importance of leadership style, work environment mediated work motivation have main role in increasing the employee performance. Then this research aims to investigate the influence of those variables to the employee of Ar-Risalah Surakarta Foundation.

RESEARCH METOD

It uses quantitative method in carrying out the research. Sugiyono (2019:13) states that quantitative method is data analyze that uses statistics as a descriptive statistics and inductive statistics. The population of this research is employees of Ar-Risalah Surakarta Foundation. With 180 employees population. While the respondents of this research are 64 employees. The approach of this research is by purposive sampling method that is the sample decision with certain consideration (Sugiyono, 2019:133). The sample criteria of the respondents are

- a. Minimum work period of three years
- b. Non-permanent and permanent employee status

The way of collecting the data by using questionnaire the questions of questionnaire is the explanation of four variables as in the conceptual framework below.

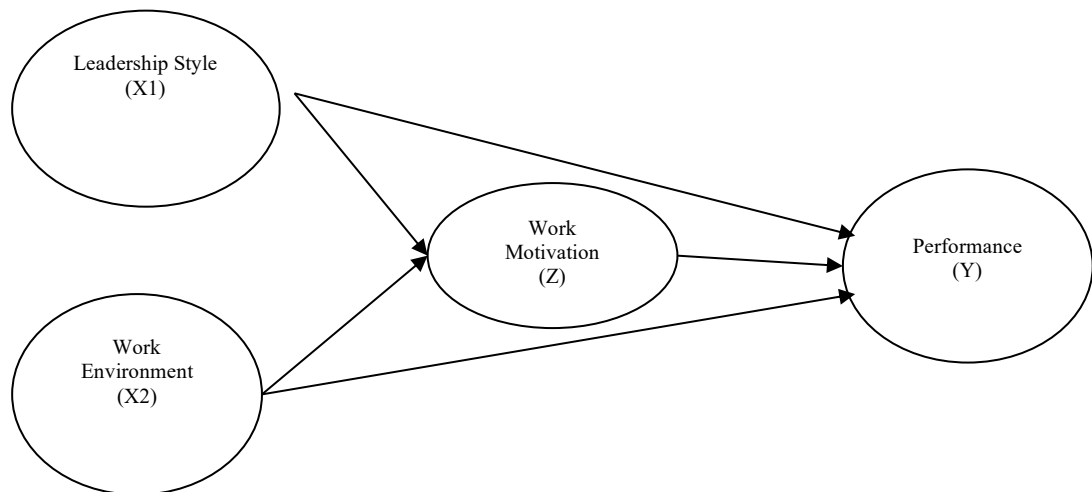


Figure 1. Conceptual Framework

In this research, the object is focused in leadership style, work environment, work motivation and employee performance at Ar-Risalah Surakarta Foundation. The data will be processed using Partial Least Square (PLS) that equal model of SEM (Structural Equation Model) with approach based on the variance or component based structural equation modeling. The purpose of PLS- SEM is to develop theory and build theory (Ghozali & Latan, 2015).

RESULT AND DISCUSSION

Result

Descriptive Statistical Test

Descriptive statistical test is used for giving the description about variable data seen from mean, standard deviation, minimum score and maximum score describing data distribution. This test is carried out to understand the variables that is used in the research.

Table 1. Result of Descriptive Statistical Test

	N	Minimum	Maximum	Mean	Std. Deviation
Leadership Work Environment	64	10	25	4.16875	0.75185
Work Motivation	64	10	25	4.10625	0.59788
Performance	64	10	25	3.99375	0.64223
Valid N	64				

Source: Primary data 2024

The table 1. Shows that the deviation standard score from each variable smaller than mean score. Leadership variable shows deviation standard score 0.75185 smaller than mean score 4.16875. Work environment variable shows

deviation standard score 0.69810 smaller than mean score 4.01250. Work motivation variable shows deviation standard score 0.59788 smaller than mean score 4.10625. Performance variable shows deviation standard score 0.64223 smaller than mean score 3.99375. Deviation standard score smaller than mean score indicates that there is no data deviation every variables.

Outer Model Analysis

Measurement Model or outer model shows how every indicator blocks relate with latent variable, so carried out outer model analysis by testing the reliability and validity of data that is used. The result of outer model test as follow:

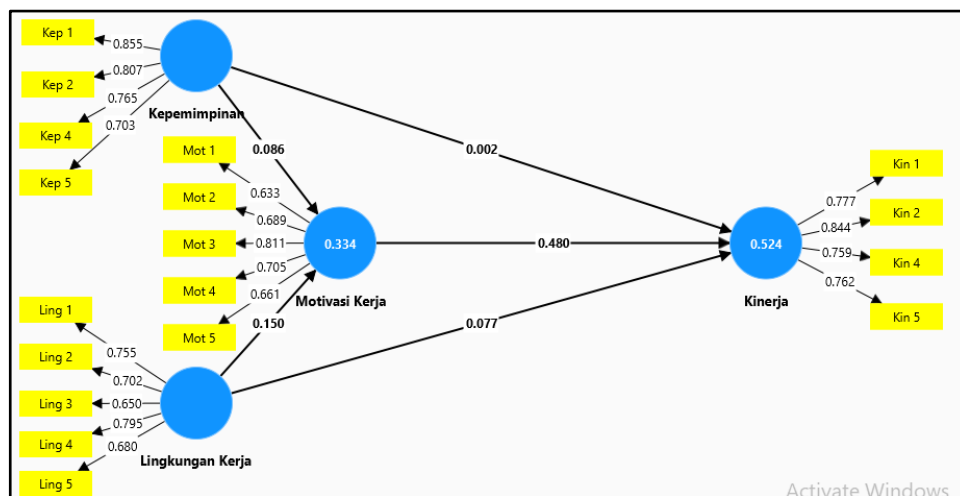


Figure 2. The Result of Data Analysis

Source: The result of data analysis uses Smart PLS 4.0

Convergent Validity

Convergent Validity is an indicator that is based on the correlation between component score with construct score, which is able to be seen from standardized loading factor which describe the number of correlations among every measurement item (indicator) with the construct. Individual measurement reflective is said high if correlates > 0.7 with construct that is measured, while Chin states that is quoted by Imam Ghozali, outer loading score between 0,5-0,6 is sufficient. The result of convergent validity test as follow:

Table 2. Convergent Validity

NO	Indicator	Loading Factor Score	Information
1	Leadership (X1)	0,846	Valid
2		0,822	Valid
3		0,283	Not Valid
4		0,765	Valid
5		0,684	Valid

6		0,759	Valid
7		0,702	Valid
8	Work Environment (X2)	0,647	Valid
9		0,794	Valid
10		0,679	Valid
11		0,631	Valid
12		0,687	Valid
13	Work Motivation (Z)	0,811	Valid
14		0,707	Valid
15		0,661	Valid
16		0,752	Valid
17		0,846	Valid
18	Performance (Y)	0,393	Not Valid
19		0,750	Valid
20		0,764	Valid

The result of early estimation toward measurement model. The result of early estimation to the measurement model realized 2 (two) item that is not valid namely KEP 3 (LF=0,283) and KIN 3 (LF=0,393). Then those items are removed from the model and estimated again. As follow:

Table 3. Convergent Validity

NO	Indicator	Loading Factor Score	Information
1		0,855	Valid
2		0,807	Valid
3	Leadership (X1)	-	
4		0,765	Valid
5		0,703	Valid
6		0,755	Valid
7		0,702	Valid
8	Work Environment (X2)	0,650	Valid
9		0,795	Valid
10		0,680	Valid
11		0,633	Valid
12		0,689	Valid
13	Work Motivation (Z)	0,811	Valid
14		0,705	Valid
15		0,661	Valid
16		0,777	Valid
17		0,844	Valid
18	Performance (Y)	-	
19		0,759	Valid

Discriminant Validity

Discriminant Validity is measurement model with reflective indicator scored based on measurement cross loading with construct. If construct correlation with measurement bigger than the other construct measurement, it shows their block measurement is better compared by the others. While according to the other method for scoring discriminant validity with comparing square root score of Average Variance Extracted (AVE). As follow AVE score in the table:

Table 4. The Result of Composite Reliability Test

Variable	AVE Score	Information
Leadership	0,616	Valid
Work Environment	0,516	Valid
Work Motivation	0,493	Valid
Performance	0,618	Valid

Source: Primary Data Processed 2024

Composite reliability

Composite reliability is an indicator for measuring a construct that is able to be seen at view latent variable coefficients. There are two instruments for evaluating composite reliability that is internal consistency and cronbach's alpha. In the measurement if the score is achieved > 0, 70. So it can be said that those constructs have high reliability. As follow is Cronbach's Alpha score and composite reliability in the table:

Table 5. The result of Composite Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	Information
Leadership	0,790	0,864	Reliable
Work Environment	0,770	0,841	Reliable
Work Motivation	0,742	0,828	Reliable
Performance	0,794	0,866	Reliable

Source: Primary Data Processed in 2024

Based on Table 5. Cronbach's Alpha score and composite reliability above concluded that all variables are reliable because Cronbach's Alpha score and composite reliability > 0, 6.

Structural Model or Inner Model

Structural model or inner model shows the relation or estimation strength between latent variable or construct based on the substantive theory.

a. R-Square

R-Square test is carried out for testing and seeing the capability of dependent variable that is able to be explained by independent variable. The score that is resulted about 0 until 1, where the higher score or close 1 is a

better result. As follow the result of R-Square test that is explained on the table below:

Table 6. R-Square Score

Variable	R Square	R Square Adjusted
Performance	0,524	0,500
Work Motivation	0,334	0,312

Source: Primary Data processed in 2024

Based on Table 6. Shows that R^2 score on variable performance by 0,524 that means variable 52,4% Performance variable is influenced together by work motivation variable, leadership and work motivation, while 47, 6% can be explained by the other variable outside the research model. R^2 score to the work motivation variable by 0,334 that means 33,4% work motivation variable is influenced together by leadership and work environment variables, while the rest of 66, 6% can be explained by the other variable outside the research model.

b. F-Square

F-square test is carried out for recognizing whether the variable latent predictor have weak, medium, or big influence at structural level.

Table 7. F-Square Score

Variable	Performance	Work Motivation
Leadership	0,002	0,086
Work Environment	0,077	0,150
Work Motivation	0,480	

Source: Primary Data Processed in 2024

Based on the table 7 is known that f-square score of leadership variable has score by $0,02 < 0,002 < 0,15$ so it can be concluded that the capability of leadership in explaining performance is weak, f-square score of work environment variable has score $0,02 < 0,077 < 0,15$. It can be concluded that work environment variable in explaining performance is weak. F-Square score work motivation variable has score by $0,15 < 0,480 < 0,35$. It can be concluded that work motivation variable in explaining performance is strong.

F-Square score of leadership variable has score by $0,15 < 0,086 < 0,35$. It can be concluded that leadership capability in explaining work motivation is weak. F-Square score work environment has score by $0,150 < 0,35$. It can be concluded that work environment variable in explaining work motivation is moderate.

Hypothesis Test

Hypothesis test is carried out to know the result from the direct influence to the dependent variable that is included to the hypothesis. This test is carried out with using bootstrapping method SmartPLS 4.0. So that the acceptance criteria of

hypothesis is H_a accepted when t -statistics $> 1,96$. For accepting the hypothesis uses probability so H_a accepted when the score of $p < 0,05$. Following the result of hypothesis test that is explained on the table below:

Table 8. Path Coefficient

Direct Effect	Original Sample	T Statistics	P Values	Information
Leadership-> Performance	-0,036	0,323	0,746	H_1 Refused
Work Environment -> Performance	0,243	2,575	0,010	H_2 Accepted
Work Motivation-> Performance	0,586	6,282	0,000	H_3 Accepted
Leadership -> Work Motivation	0,284	2,328	0,020	H_4 Accepted
Work Environment -> Work Motivation	0,374	2,708	0,007	H_5 Accepted

Source: Primary Data Processed in 2024

Based on the table 8 path coefficient test shows the influence of dependent variable to the dependent variable. The result can be explained as follow:

a. Leadership to performance

Leadership shows β score by -0,036, p-values by 0.746 bigger from 5%, and also T score statistics by 0,323 smaller from 1,96. It shows that leadership has no positively influence and significance to the employees' performance of Ar-Risalah Surakarta Foundation, so that H_1 refused.

b. Work Environment to performance

Work environment shows β score by 0,243, p-values by 0.010 smaller than 5%, also T score of statistics by 2,575 bigger than 1,96. It shows that work environment influences positively and significance to the employee performance of Ar-Risalah Surakarta Foundation, so that H_2 accepted.

c. Work motivation to performance

Work motivation shows β score by 0,586, p-values by 0.000 smaller than 5%, also T score of statistics by 6,282 bigger than 1,96. It shows that work motivation influence positively and significance to the employee performance of Ar-Risalah Surakarta Foundation, so that H_3 accepted.

d. Leadership to work motivation

Leadership shows β score by 0,284, p-values by 0.020 smaller 5%, also T score of statistics by 2,328 bigger than 1,96. It shows that leadership positively influence and significance to work motivation in Ar-Risalah Surakarta Foundation, so that H_4 accepted.

e. Work environment to work motivation

Work environment shows β score by 0,374, p-values by 0.007 smaller than 5%, also T score of statistics by 2,708 bigger than 1,96. It shows that work environment positively influence and significance to the work motivation of Ar-Risalah Surakarta Foundation, so that H_5 accepted.

Mediation Test

Mediation test is carried out for recognizing the result from indirect influence between independent variable to dependent variable through intervening variable that is included in the hypothesis. The test is carried out with using bootstrapping method using SmartPLS 4.0. So that criteria of hypothesis acceptance is H_a accepted when t -statistics > 1,96. For accepting the hypothesis uses probability, so H_a accepted when p score < 0,05. As follow the result of hypothesis test that is explained the table below:

Table 1. Specific Indirect Effects

Specific Indirect Effects	Original Sample	T Statistics	P Value	Information
Leadership-> Work Motivation -> Performance	0,166	1,966	0,049	H_6 Accepted
Work environment ->Work motivation> Performance	0,251	3,073	0,002	H_7 Accepted

Source: Primary Data Processed in 2024

Based on the table 10. Specific Indirect Effects test shows the influence dependent variable to dependent variable. The result is able to be explained below:

- a. Leadership to performance through work motivation

Leadership shows β score by 0,251, p-values by 0.049 smaller than 5%, also T score statistics by 1,966 bigger than 1,96. It shows that leadership positively influence and significance to the employee performance through work motivation of employee's Ar-Risalah Surakarta Foundation, so that H_6 accepted.

- b. Work environment to performance through work motivation.

Work environment shows β score by 0,166, p-values by 0.002 smaller than 5%, also T score statistics by 3,073 bigger than 1,96. It shows that leadership positively influence and significance to employee performance through work motivation of employee's Ar-Risalah Surakarta Foundation, so that H_7 accepted.

CONCLUSION

Based on the result of analysis and discussion that is carried out on the previous chapter, so the conclusion that can be drawn as follow Leadership has no positively influence and significance to the employee performance, Work

environment has positively influence and significance to the employee performance, Work motivation has positively influence and significance to the employee performance, Leadership has positively influence and significance to work motivation, Work environment has positively influence and significance to work motivation, Leadership through work motivation influence positively and significance to employee performance, Work environment through work motivation influence positively and significance to employee performance. Based on the result of analysis and discussion that is carried out on the previous chapter, so the conclusion that can be drawn as follow Leadership has no positively influence and significance to the employee performance, Work environment has positively influence and significance to the employee performance, Work motivation has positively influence and significance to the employee performance, Leadership has positively influence and significance to work motivation, Work environment has positively influence and significance to work motivation, Leadership through work motivation influence positively and significance to employee performance, Work environment through work motivation influence positively and significance to employee performance. The results of this research have several implications Highlighting the importance of leadership style as the main approach in improve employee performance. Organizational success starts from the source qualified and competitive human resources. Organization design managing human resources effectively so that employees provide optimal performance.

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