

The Influence of Leadership, Work Motivation, and Work Environment on Employee Performance

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ABSTRACT: *The work performance produced by an employee is certainly influenced by the motivational factors of the leader and the work environment. The lack of supervision of leaders in the field causes many employees to be absent or late to disrupt operational performance in regional organizations in Lampung Province. This study aimed to analyze the influence of leadership, work motivation and work environment have a positive influence on employee performance in regional government organizations in Lampung Province. This research was conducted using a descriptive approach and analyzed using multiple linear regression analysis. The data used in this study were obtained from the results of the questionnaire testing of 130 employees of regional organizations in Lampung Province. The results obtained from this study are leadership, motivation, and work environment have a positive and significant effect on the performance of employees of regional organizations in Lampung Province. This research implies that it is recommended that training and development or leadership workshops be held. Leaders of regional government organizations in Lampung Province are advised to explore the motivational sources of their subordinates and then appreciate work performance in the form of rewards or social events. It is recommended to create a work environment that is happy to share ideas, provide support to subordinates and set realistic targets, create a community-minded workplace, and improve communication between employees both at one level of position and superiors and subordinates.*

KEYWORD: *Leadership, Motivation, Work Environment, Employee Performance*

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I. INTRODUCTION

Employee performance greatly affects the success of a goal in an institution, because it can be seen the importance of employees in an institution. Performance is defined as behavior or actions that are relevant to the goals of an institution [1]. Employees are valuable assets in an institution, so the need for support and development to make an employee's ability to be better. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given [2]. Good performance is seen from the results obtained, which are following the standards of an institution or organization. Improving the performance of an employee can be done through the application of policies and directions from a reliable leader, as well as providing good and directed motivation.

The Lampung Province regional apparatus organization that is used as the object of research is the Lampung Province Education and Culture Office. The Lampung Province Education and Culture Office was established on May 2, 1945, based on Government Regulation no. 65 of 1951 concerning the implementation of the handover of part of the central government's affairs in the field, of education, teaching, and culture to the Province. The Lampung Province Education and Culture Office in carrying out its duties is assisted by the district office. The Lampung Province Education and Culture Office is supported by a modern building with a traditional background in the Lampung Province with all adequate facilities in each service area. One of the problems in the service environment is the lack of superior-subordinate relationships and relationships between other employees as well as a lack of fair and objective attitude.

One of the factors that influence the running of the program at the Education and Culture Office of Lampung Province is the effectiveness of the work of employees at the agency. Employee performance in completing Employee Work Targets (SKP) is in the spotlight. The non-achievement of targets in the completion of ineffective Employee Work Targets can cause pressure on the employees of the Lampung Province Education and Culture Office. the achievement of the performance of the Lampung Provincial Education and Culture Office in completing the Employee Work Target (SKP) target has decreased from 2018 to 2019. Overall, it can be seen that the activity program is not per the target to be achieved. The achievement results of the activity program were only achieved by 60.67%. The lack of achievement of the Employee Work Target (SKP) proves

the lack of attention of a leader to provide and carry out training and guidance activities for his subordinates. From the description above, it is an indication that the performance of the Lampung Province Education and Culture Office is still low.

The performance produced by an employee is certainly influenced by motivational factors from the leader or boss and the work environment. The relationship between fellow employees and the leadership is needed in achieving maximum performance supported by good leaders and having the discipline of their employees. Each agency has its regulatory policies. Government and private agencies, not only expect capable, capable and skilled employees but most importantly they are willing to work hard and desire to achieve optimal work results. Leaders should strive so that employees have high motivation to carry out their duties or work. This is where the importance of the role of motivation to encourage employee morale in completing their work.

An employee will produce high performance when he has the motivation in doing his job. An employee will produce high performance if the employee is motivated to work, one of which is because of commensurate rewards. The motivation that is built on followers is to provide rewards for the extra performance that has been achieved. The high level of absenteeism for the Lampung province education and culture office in 2018, indicated a decrease in the spirit of attendance in the work process 2018. The highest attendance rate in 2018 was 98.85 or the employee absentee rate value of 1.15% occurred in November, while the highest attendance rate in 2018 was 1.15%. the lowest attendance of 95.00% or the value of the employee absentee level of 5.00% occurred in June.

Based on the performance report, it can be accumulated that during 2018, employees of the Lampung province's education and culture office were reported to have been absent from work for \pm 13 days. Based on Government Regulation number 53 of 2010 concerning the discipline of civil servants entering work and complying with the provisions of working hours, the accumulated absence of a Civil Service Apparatus for \pm 13 days in a year of work without a valid reason is considered to have entered the category of disciplinary violation by giving a sentence in the form of a statement letter. dissatisfied in writing by echelon III structural officials. The increase in absenteeism or absenteeism causes the work carried out to be less than optimal or even not following the Employee Work Target (SKP) that has been set by the Lampung Province Education and Culture Office.

The high level of employee absenteeism is very detrimental to overall service activities. The manager of the Lampung Province Education and Culture Office is required to have an attitude that is per the existing regulations in the agency, but in fact, some employees still do not comply with the regulations. The problem that often occurs is that some employees abuse their working hours for personal gain. Insufficient legal sanctions against employees who violate regulations make them feel less deterrent for the actions that have been violated. This can result in decreased employee performance because a leader greatly influences and is responsible for his employees in completing tasks. In addition to the leader, work motivation factors can affect the performance of an employee, motivation is needed by employees to encourage them to be better. Simply put, motivation is pushing to achieve the goals of an organization, group, and individual goals that are intertwined, so that not only one but also other achievements can be realized [3].

Factors that affect performance other than motivation are the work environment. A good work environment can help an employee to work well and calmly, not make them bored in completing work so that it will make them feel satisfied with the results of their work. A bad work environment can make employees feel bored quickly and feel tense, this can hinder the implementation of their duties and responsibilities as a result of which the employee's work targets that have been set decrease. The non-physical work environment is all conditions that occur related to work relationships, both relationships with superiors and relationships with co-workers, or relationships with subordinates [4]. Employees at the Education and Culture Office of Lampung Province are expected to have a harmonious relationship between employees and leaders because having a harmonious relationship is one of the factors that can affect the performance of an employee. Fact that happened in this agency, there are still some employees who do not want to listen to suggestions from other colleagues and choose to make their own decisions without listening to advice from other colleagues so that their work results are less than optimal and many mistakes occur.

Based on the description above, the objectives to be achieved are as follows:

1. Analyzing the effect of leadership on Education and Culture Office of Lampung employee performance.
2. Analyzing the effect of work motivation on Education and Culture Office of Lampung employee performance.
3. Analyzing the effect of job satisfaction on Education and Culture Office of Lampung employee performance.

II. LITERATURE REVIEW

Successful leaders are leaders who are more effective in building good and strong relationships with relationships and can make the necessary organizational changes, especially in structures and cultures with minimum resistance [5]. Successful leaders can motivate, inspire, and encourage their followers in a way that results in job satisfaction, commitment, loyalty, and organizational behavior. Leadership has both direct and indirect effects on organizational performance [6]. Leadership is the ability to influence a group towards the achievement of goals [6]. The source of this influence can be formal, such as that provided by managerial ownership in an organization. Based on the opinions of these experts, it can be concluded that leadership is the ability of a person to influence a person and a group towards the achievement of goals.

Leadership is the process by which one individual influences other individuals to willingly and enthusiastically direct their efforts and abilities towards the achievement of defined group or organizational goals [7]. Various types of leadership are commonly known, namely transactional, laissez-faire, and transformational [8]. A leader has different types of leadership in leading, this is usually termed a leadership typology. Good leadership certainly has benchmarks that can be assessed or felt both visually and non-visually, this assessment can be an indicator in determining whether a leader is good or bad. According to Avolio and Bass, the process of decision-making and problem-solving in the team is carried out according to one's leadership style [9].

Avolio and Bass divide leadership into four indicators, namely, directive leadership, consultative leadership, participatory leadership, and delegation leadership [9]. Three previous studies show that leadership can affect performance. In previous studies, results were showing that leadership style had a positive and significant influence on employee performance [10]; [11]; [12]. Work motivation is also one of the factors that affect employee performance because the relationship between leaders and employees is needed in achieving maximum performance. According to Robbins [13], motivation is a process that causes the intensity, direction, and continuous effort of individuals to achieve goals.

According to Herzberg, motivation is something that encourages someone to do an activity or work where the motivation comes from two factors, namely motivational factors (intrinsic) and maintenance factors (extrinsic) [14]. The definition described above can be concluded that motivation is an encouragement to a series of processes of human behavior in achieving goals, while the elements contained in motivation include elements of generating, directing, maintaining, showing intensity, being continuous, and having a purpose. Herzberg divides motivation into two forms of motivation [14], namely:

- a) Intrinsic motivation means motivation that comes from within employees such as the hopes and desires of employees in working with their expectations, meaning that employees are motivated to work because there is a desire to be achieved or expected.
- b) Extrinsic motivation is the motivation that comes from outside the employee, such as:
 - Allowances: compensation received by employees for the tasks carried out.
 - Incentives: wages other than the salary received by the employee per the employee's performance.
 - Awards for outstanding employees
 - Leadership policy: the leadership encourages employees to work better or not.

Three previous studies show that motivation can affect performance. In previous research, results are showing that employee motivation has a positive and significant influence on employee performance [10]; [11]; [12]. Another factor that affects employee performance is the work environment. A good work environment can help an employee work well and calmly, not making them bored in completing work. The work environment is very important to note, the work environment is where employees work daily. A comfortable, conducive work environment will improve the performance of employees.

The work environment can be defined as everything that is around the workers and that can affect them in carrying out the tasks assigned, such as cleaning, music, lighting, and others. According to Koopmans et al [15], the indicators of the work environment are divided into three dimensions, namely:

- a. Physical environment: namely organizational facilities and workspaces that support work by offering the best facilities for tasks, for example, collaboration and concentration.
- b. Virtual environment: i.e. computers, smartphones, and software that workers need that can work efficiently.
- c. Social environment: i.e. includes everything from management to the organizational atmosphere, organizational transparency, good information flow, clear policies conveyed through meetings, and an innovative climate are also important parts of the social environment.

The benchmark of the value of an agency being successful or not in terms of carrying out its operations can be measured through the performance aspects of its employees. Good performance is a step to achieving organizational goals, so efforts need to be made to improve performance. But this is not easy because many factors affect the level of a person's performance. Factors that can affect performance, such as social relations between leaders and subordinates, between co-workers in the organization, economic satisfaction, and career

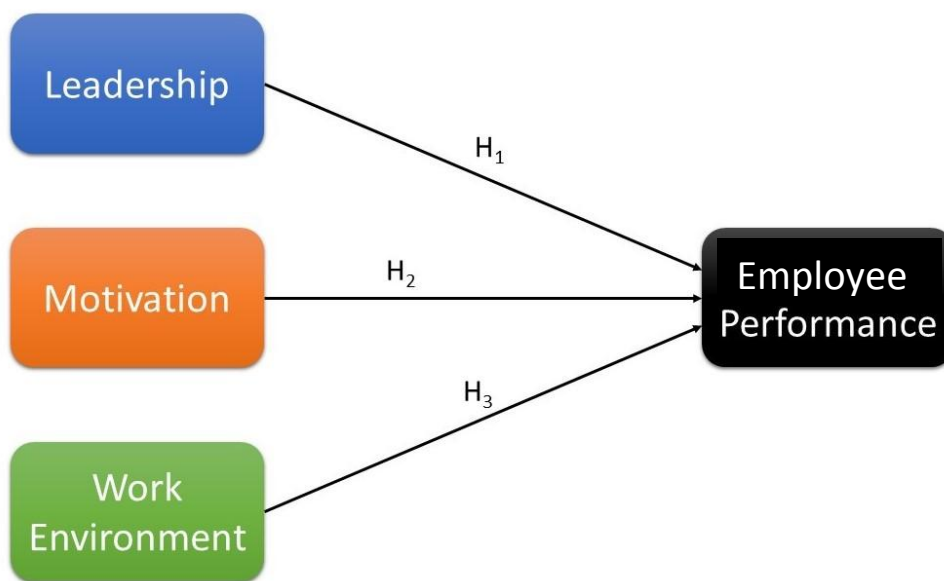
paths at work, are very important to be considered by company managers to increase enthusiasm at work, all of which influence employees in their work. achieve predetermined organizational goals or objectives.

Indicators of measuring employee performance according to Ragas et al [16], namely:

- a. Task competence: an employee's ability to apply a set of interrelated knowledge, skills, and abilities to complete a task.
- b. Flexibility and efficiency: the ability of employees to work effectively in a variety of situations and groups that require understanding or appreciating opposing perspectives on an issue.
- c. Professional development: deals with the initiative of an employee to improve himself for his career.
- d. Work efficiency: the ability of employees to maximize their available time and resources to complete tasks successfully.

Three previous studies show that the work environment can affect performance. In previous studies, results were showing that the work environment had a significant positive effect on employee productivity and performance [11]; [12]; [15]. In the framework of thought in this study the influence between variables can be described through the research paradigm as follows:

Figure 1: Research Framework



The research hypothesis used in this study describes theory-based predictions so that it is possible to connect theory with observations.

A. The Influence of Leadership on Employee Performance

This research has a problem, namely the performance of employees who are less than optimal in achieving a work program and employee work targets (SKP). The first variable that influences is the leadership style of a leader, this happens because a leader's lack of attention to provide and carry out training and guidance activities to his subordinates results in a decrease in the performance of subordinates. Leadership is one of the factors that can affect performance [10];[11];[12]. Based on this, the following hypotheses can be formed:

H₁: Leadership has a positive influence on performance.

B. The Effect of Motivation on Employee Performance

Work motivation is also one of the factors that affect employee performance because the relationship between leaders and employees is needed in achieving maximum performance. Motivation is a process that causes the intensity (intensity), direction (direction), and continuous effort of individuals towards the achievement of goals [13]. The motivation of employees at work is a driving factor that can improve employee performance [10];[11];[12]. Based on this, the following hypotheses can be formed:

H₂: Motivation has a positive influence on employee performance.

C. The Influence of Work Environment on Employee Performance

Another factor that affects employee performance is the work environment. The work environment is a condition contained in the structure and process of company activities that reflect a sense of satisfaction in

the implementers or employees who are supportive of achieving the goals desired by the company as a whole as well as by the implementers [19]. Because a good work environment can help an employee work well and calmly, it doesn't make them bored in completing work, so it will make them feel satisfied with the results of their work. The environment where employees work, both physical and non-physical work environments affect increasing employee performance [11];[12];[15]. Based on this, the following hypotheses can be formed:

H₃: The work environment has a positive influence on employee performance

III. RESEARCH METHOD

The sampling technique in this study used Simple Random Sampling. Because the sample size is too large, the method becomes very sensitive so it is difficult to get good goodness of fit measure [17]. It is suggested that the minimum sample size is 5-10 samples for each estimated indicator [17]. In this study, the number of indicators studied was 13 and through the sample determination formula, the number of samples needed was $n = 10 \times 13 = 130$ samples. Based on these calculations, the number of samples studied in regional organizations of Lampung Province in this study was 130 employees. The influence of the independent variable on the dependent variable and the close relationship between the X and Y variables were measured using multiple linear regression analysis. Multiple linear regression instruments were also tested through normality, validity, and reliability tests. The t-test was used to partially test the effect of leadership, motivation, and work environment on performance.

IV. RESULT AND DISCUSSION

A good instrument in a study must meet the requirements, namely, the data has a normal distribution, and is valid and reliable. To get the right interpretation of the data, the instrument must meet good requirements.

A.Normality

The normality test is used to determine whether the instrument used as a data collection tool is normally distributed or not. The normality test used in this study is the Kolmogorov-Smirnov statistic. The results of the Kolmogorov-Smirnov test to test the normality of the research data show that the data doesn't have a normal scatter. To make the data scatters become normal, the researcher eliminates 12 data that make the data scatterabnormal, and the researcher does another run Kolmogorov-Smirnov test shown in Table 1.

**Table 1.Normality Test
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		118
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.49929385
Most Extreme Differences	Absolute	.073
	Positive	.073
	Negative	-.063
Test Statistic		.073
Asymp. Sig. (2-tailed)		.182 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on Table 1 above, data from all variables have an Asymp. Sig value of 0.182 (above 0.05) indicates that data from all variables already has a normal distribution.

B.Validity Test

A validity test is used to measure the validity or validity of a questionnaire [18]. A questionnaire is said to be valid if the questions on the questionnaire can reveal something that is measured by the questionnaire. Measurement of validity in this study was carried out using factor analysis. Factor analysis was carried out through correlation tests between independent variables using the Bartlett Test of Sphericity or Measure Sampling Adequacy (MSA) significance [17]. The results of the correlation test between independent variables are in the output of KMO and Bartlett's Test, as follows

Table 2. Validity Test

No	Variable	KMO Score	Bartlett Significance	Result
1	Leadership	0,816	0,000	Valid
2	Motivation	0,804	0,000	Valid
3	Working Environment	0,701	0,000	Valid
4	Employee Performance	0,726	0,000	

Table 2. above shows that the KMO value for all statement items is above 0.5 with an overall Bartlett significance value of 0,000. Thus, the 48 questionnaire items tested were declared valid.

C. Reliability Test

Reliability testing is indicated by the Cronbach Alpha coefficient, where the reliability test results are said to be reliable if the Cronbach Alpha value is > 0.7 [17]. The reliability test on the 4 variables tested, namely Leadership, Motivation, Work Environment, and Employee Performance can be seen in Table 3 below.

Table 3 Reliability Test

No	Variable	α Croanbach value	Terms	Result
1	Leadership	0,873	> 0,7	Reliable
2	Motivation	0,832	> 0,7	Reliable
3	Work Environment	0,778	> 0,7	Reliable
4	Employee Performance	0,721	> 0,7	Reliable

Table 3 above shows that the value of Cronbach's alpha for all variables in this study is above 0.7. If the reliability value is less than 0.6, it is declared unfavorable, while 0.7 is acceptable and 0.8 is declared good [17]. From the results of the study, it was obtained that all Cronbach's alpha values on the indicator were greater than 0.7, thus all the instruments tested in this study could be declared reliable.

Analyzing the performance of employees at the Education and Culture Office of Lampung Province is done by regressing three variables, namely leadership (X1), motivation (X2), and work environment (X3). The results of the regression analysis are presented in Table 4 below.

Table 4. Hasil Analisis Regresi

Model		Coefficients		Standardized Coefficients Beta	T	Sig.
		Unstandardized Coefficients B	Std. Error			
1	(Constant)	25.177	3.192		7.887	.000
	Leadership	.155	.086	.227	4.805	.024
	Work Motivation	.144	.100	.184	3.448	.015
	Work Enviironment	.199	.114	.235	4.738	.025

Based on the value of the regression coefficient, an employee performance equation can be made:

$$Y = f(X_1, X_2, X_3) = 0,227X_1 + 0,184X_2 + 0,235X_3$$

Description:

- X1 = Employee leadership in regional organizations of Lampung Province
- X2 = Employee motivation in regional organizations of Lampung Province
- X3 = Work environment in regional organizations of Lampung Province
- Y = Employee performance in regional organizations of Lampung Province

Hypothesis test through partial test With t-test used to see the effect of each variable. Based on the statistical t table (for n = 118), the t table value is 1.9786 with a 95% confidence interval. The influence of each variable can be described as follows:

A. Leadership (X₁)

Based on table 4, the positive value of the beta coefficient indicates that the leadership variable has a positive effect on employee performance. The calculated t value for the leadership variable (X1) is 4.805 with a significance value of 0.024 (97.6%). The t-count value is greater than the t-table and the significance

value is 97.6%, indicating that the leadership variable has a significant effect on employee performance. This shows that the first hypothesis is supported and if the leadership is getting better then the performance of employees at the Lampung Province Education and Culture Office will also increase.

B. Motivation (X₂)

Based on table 4, the positive value of the beta coefficient indicates that the motivation variable has a positive effect on employee performance. The calculated t value for the motivation variable (X₂) is 3.448 with a significance value of 0.015 (98.5%). The value of the t count is greater than the t table and a significance value of 98.5% indicates that the motivation variable has a significant effect on employee performance. This shows that the second hypothesis is supported and if the motivation of employees is getting better, the performance of employees at the Education and Culture Office of Lampung Province will also increase.

C. Work Environment (X₃)

Based on table 4, the positive value of the beta coefficient indicates that the work environment variable has a positive effect on employee performance. The calculated t value for the work environment variable (X₃) is 4.738 with a significance value of 0.025 (97.5%). The t-count value is greater than the t-table and the significance value of 97.5% indicates that the work environment variable has a significant effect on employee performance. This shows that the third hypothesis is supported and if the work environment is getting better, the performance of employees at the Education and Culture Office of Lampung Province will also increase.

The results of the descriptive analysis show that of the 118 respondents, the employees of regional apparatus organizations in Lampung Province are the majority of male employees aged 31-40 years and have worked for 5-10 years. The results of the regression analysis in this study indicate that the variables of leadership, motivation, and work environment have a positive and significant effect on employee performance where this shows that the three hypotheses are supported and if the leadership is getting better, the performance of employees in regional organizations in Lampung Province will also increase. The results of this study are supported by four previous studies, namely Tampi (2014), Palvalin (2017), Darmin (2015), and Hairani (2015). The four studies also state that leadership, motivation, and work environment have a significant effect on employee performance.

The results of the descriptive analysis on the leadership variable show that there are still employees who think that:

1. Leaders have not been able to share responsibilities based on the ability of each employee in a job.
2. The leadership has not provided new suggestions for completing the work.
3. Leaders have not provided new suggestions for finding solutions.
4. Leaders have not helped employees develop themselves.
5. Leaders have not focused on dealing with team mistakes and failures.
6. Leaders have not assisted employees in meeting the needs of the organization.

The results of the descriptive analysis on the motivation variable, show that there are still employees in the Lampung Province regional apparatus organizations who argue that:

1. Employees in Lampung Province regional apparatus organizations have not done this work because they feel that they can contribute to the organization.
2. Employees in regional organizations in Lampung Province have not done this work because they believe that this work is important.
3. Employees in regional apparatus organizations of Lampung Province have not done this work because they benefit from this work,
4. Employees in Lampung Province regional apparatus organizations have not done this work because they feel that this is their responsibility.

The results of the descriptive analysis show that there are still employees in the Lampung Province regional apparatus organizations who argue that

1. Employees in regional apparatus organizations in Lampung Province are not required to work quickly all the time.
2. Employees in regional organizations in Lampung Province have not recommended friends to work in the organizations where they work.

V. CONCLUSION AND SUGGESTIONS

The results of the analysis using multiple linear regression analysis show the conclusion that leadership style, motivation, and work environment have a positive and significant effect on employee performance in regional organizations in Lampung Province. This research implies that the leaders of Lampung Province

regional organizations are advised to hold leadership training or workshops with the target that every leader in Lampung Province regional apparatus organizations can become better leaders. It is recommended to the leaders of regional organizations in Lampung Province to explore the motivational sources of their subordinates, where after knowing the motivational sources of each individual, then the leadership must be able to increase and maintain that motivation. Motivation can be increased and maintained by appreciating work performance in the form of rewards or social events. Rewards given to can be given in the form of salary increases, promotions, or bonuses the form of money. However, rewards can also be given in the form of good feedback, for example giving praise for the performance of the employee himself. It is also recommended for leaders at the Education and Culture Office of Lampung Province to create a work environment that is happy to share ideas, provide support to subordinates and set realistic and fast targets, create a community-minded workplace, and improve communication between employees in both at one level of position. as well as superiors and subordinates.

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