



TECHNIUM
SOCIAL SCIENCES JOURNAL

Vol. 8, 2020

**A new decade
for social changes**

www.techniumscience.com

ISSN 2668-7798



9 772668 779000

The influence of motivation and work environment with leadership style as intervening to performance of employees in the Secretariat of DPRD, Pariaman City

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Abstract. This study aims to determine the effect of motivation and work environment on leadership style and its impact on employee performance at the Pariaman City DPRD Secretariat. This research is motivated by the low work motivation of employees and the conditions of the work environment that do not support employees in carrying out work and leadership style that does not support employees in carrying out work, thus affecting the decline in employee performance at the Pariaman City DPRD Secretariat. The research method with a quantitative approach with the path analysis method. Data collection techniques with questionnaires, observation and interviews. The respondents of this study were 50 employees of the Pariaman City DPRD Secretariat. The sampling method uses the total sampling method in which the entire population in this study is the research sample. Hypothesis testing is calculated by the Statistical Package for Social Science (SPSS) program version 20.0. The results of this study found that motivation does not significantly influence leadership style, work environment does not significantly influence leadership style, motivation has significant effect on performance, work environment has a significant effect on performance, and leadership style has a significant effect on employee performance at the Pariaman City DPRD Secretariat. Whereas directly motivation through leadership style has a significant influence on performance and indirectly the work environment through leadership style has a significant influence on the performance of the Pariaman City DPRD Secretariat staff.

Keywords. Motivation, Work Environment, Leadership Style, Employee Performance

Introduction

At this time the attention and desire of the community towards the level of satisfaction of needs is getting higher. Communities always discuss the services of an organization every time they deal, both private and governmental organizations. When they are satisfied, they will appreciate it well and if they are disappointed, they will also make an issue of it. Theoretically, customer satisfaction is influenced by one of them by the quality of service. Quality of service lies in the internal environment of the organization. Human resources in the organization is one of the determinants of the quality of organizational services. If the quality of service is good, then the satisfaction of the community will increase, on the contrary the quality of service is poor, then the satisfaction of the community will decrease towards the organization. Therefore the organization should quickly grasp the wishes of the community in tangible form by using all of

its resources.

Human resources are the main drivers of the course of an organization's activities. The progress of an organization is determined by the existence of its human resources. So that human resources or employees in an organization become an important concern in order to achieve organizational success. The success of an organization in achieving organizational goals is determined by the performance of employees and the ability of employees to do the work for which they are responsible is the benchmark for achieving organizational goals. If an organization is able to achieve the goals set, it can be said that the organization is effective. Organizations that have good human resource performance, usually more quickly achieve the vision, mission and goals of the organization than a predetermined plan, rapidly developing because it constantly updates the vision, mission and goals of the organization. In organizations that have poor human resource performance, on the contrary, slow and long to achieve the vision, mission and goals of the organization and slow to develop, even tend to die because the people in the organization are not able to follow rapid progress. Lots of factors that are thought to influence a person's performance in an organization.

In government organizations, each agency is demanded to be able to optimize the performance of its employees so that they can achieve the best they can to achieve the objectives of government organizations. One of the variables needed is work motivation. According to Griffin (2011, p.38) that with high work motivation, employees will work harder in carrying out their work. Conversely with low work motivation, employees do not have the enthusiasm to work, give up easily, and difficulty in completing their work and motivation is a very determining factor in improving performance. So basically if the organization wants to achieve optimal performance in accordance with predetermined targets, the company must provide great motivation to employees so that all employees are willing to devote energy and thought in their service. In terms of motivating, of course it is not easy because in employees there are different wants, needs, and expectations between one employee and another employee.

In addition to work motivation, work environment variables where the employee works are no less important to consider in improving employee performance. Where the work environment is something that every employee encounters in doing his daily work, which can affect individuals in carrying out their duties. Therefore the organization must provide an adequate work environment both physical and non-physical. such as lighting, air temperature, noise, use of color, space, security, and cleanliness. A good work environment can support the implementation of work so that employees have a passion to work and improve employee performance. While the work environment in an organization for employees is very important to support the resulting performance. A conducive work environment will provide an incentive for employees to work better in achieving organizational goals. Sihombing (2010, p.175) argues that the physical work environment is one of the elements that must be considered by the company so that it creates a sense of security, peace and can improve good work results to improve employee performance, can create a binding working relationship between people who in the environment.

To create high performance, it is necessary to increase optimal work performance and be able to utilize the potential of Human Resources possessed by employees to create organizational goals, so that it will make a positive contribution to the development of the organization. Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with the authority and responsibilities of each of them in order to achieve the goals of the organization concerned legally, does not violate the law and in accordance with morals and ethics. According to Siagian (2010, p.12) that employee performance is influenced by salary, work environment, organizational culture, leadership, work motivation, work discipline, and job satisfaction.

In achieving good performance it is possible that there are things or variables that influence success, namely variables that mediate (intervening) between motivation and work environment so that performance can be created, among others, leadership style, leadership style according to D. Katz and Khan in Gary Yulk (2010, p .4) explains that leadership is an additional influence that exceeds and is above the mechanical needs in directing the organization routinely, each leader basically has a different behavior in leading his followers, the behavior of the leader is called the leadership style. Leadership has a close relationship with motivation and work environment. Because the success of a leader in moving others in achieving the goals that have been determined is very dependent on the authority and how to motivate each subordinate, colleague, and boss's leaders themselves so that it is expected that human resources in the organization perform well. Likewise with the work environment, to achieve the organization's human resources performing well, the leadership style is intervening to achieve it. Where the work environment can make employees work more enthusiastic and always feel at home to achieve performance there is a leadership role with creativity and special ideas so that everything goes according to that desire, such as helping to create a pleasant working environment.

Based on the description above, the researcher is interested in conducting research on: "The Effect of Motivation and Work Environment with Leadership Style As Intervening on Employee Performance in the Secretariat of the City of Pariaman Parliament".

The objectives to be achieved in this study are:

1. To analyze the effect of motivation on leadership style in the Pariaman City DPRD Secretariat.
2. To analyze the effect of the work environment on leadership styles in the Pariaman City DPRD Secretariat.
3. To analyze the influence of leadership style on the performance of Pariaman City DPRD Secretariat employees.
4. To analyze the effect of motivation on the performance of Pariaman City DPRD Secretariat staff.
5. To analyze the effect of the work environment on the performance of Pariaman City DPRD Secretariat employees.
6. To analyze the role of leadership style as intervening between work motivation and the performance of the staff of the Pariaman City DPRD Secretariat.
7. To analyze the role of leadership style as intervening between the work environment and the performance of the Pariaman City DPRD Secretariat staff.

2. Literature Review

2.1. Employee Performance

According to Wibowo (2014, p.72) employee performance refers to a person's achievements as measured by standards and criteria set by the company. According to Barnawi (2014, p.43) performance (work performance) is the result of a person's work in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him.

Based on this theory, the indicators of performance according to Wibowo (2014) are as follows: a) quality of work, b) quantity of work, c) ability and d) knowledge.

2.2. Motivation

According to Hasibuan (2010) that work motivation is the giving of a driving force that creates the excitement of one's work so that they want to work together, work effectively and be integrated with all their efforts to achieve satisfaction. Meanwhile, according to Mangkunegara (2015, p.61) also stated that motivation is a condition or energy that drives employees who are

directed or directed to achieve the goals of the company's organization.

And motivational indicators of Maslow's theory, namely Maslow's Hierarchy of Needs theory in Huges (2011, p.120) consist of: a) physiological needs, b) security needs, c) social needs, d) needs for appreciation, and e) the need to actualize yourself.

2.3. Work environment

According to Nitisemito (2011) Work Environment is everything that exists around employees and can influence in carrying out the tasks assigned to them for example by the presence of Air Conditioners (AC), adequate lighting and part of it. Meanwhile, according to Sedarmayanti (2013) the work environment is everything that exists around the employee at work, both physical and non-physical in nature that can affect him and his work at work.

According to Nitisemito, (2011, p.127) indicators to measure the work environment are as follows: a) Physical environment, including: lighting, air temperature, noise, decoration / layout. b) Non-Physical Environment, such as employee relations which include human resource management activities related to the movement of employees in the organization.

2.4. Leadership Style

According to Robbins (2008, p.163) said that leadership is the ability to influence all groups to achieve goals. Meanwhile, according to Sadeli Samsudin (2009, p.287) explained that the leadership style for a leader is unique and cannot be inherited automatically, each leader has certain characteristics that arise in different situations. Leadership style is an activity oriented to the relationship / support of subordinates with 4 styles namely: instruction style, consultation style, participatory style, and delegation style.

Siagian (2010: 121), explained to see the leadership style of a leader can be seen through the following indicators: a) climate of mutual trust, b) appreciation of subordinate ideas, c) taking into account the feelings of subordinates, d) attention to the comfort of work for subordinates, e) attention to the welfare of subordinates, f) take into account the factor of job satisfaction of subordinates in completing the tasks entrusted to him, and g) recognition of the status of subordinates appropriately and professionally.

3. Research Location

The research conducted by the author is a study within the scope of human resource management, namely analyzing motivation, work environment, leadership style on the performance of the Civil Service Civil Servants in the Secretariat of the Pariaman City Parliament. This research was conducted at the Secretariat Office of the City of Pariaman Parliament, West Sumatra, Indonesia.

3.1 Frame of Mind

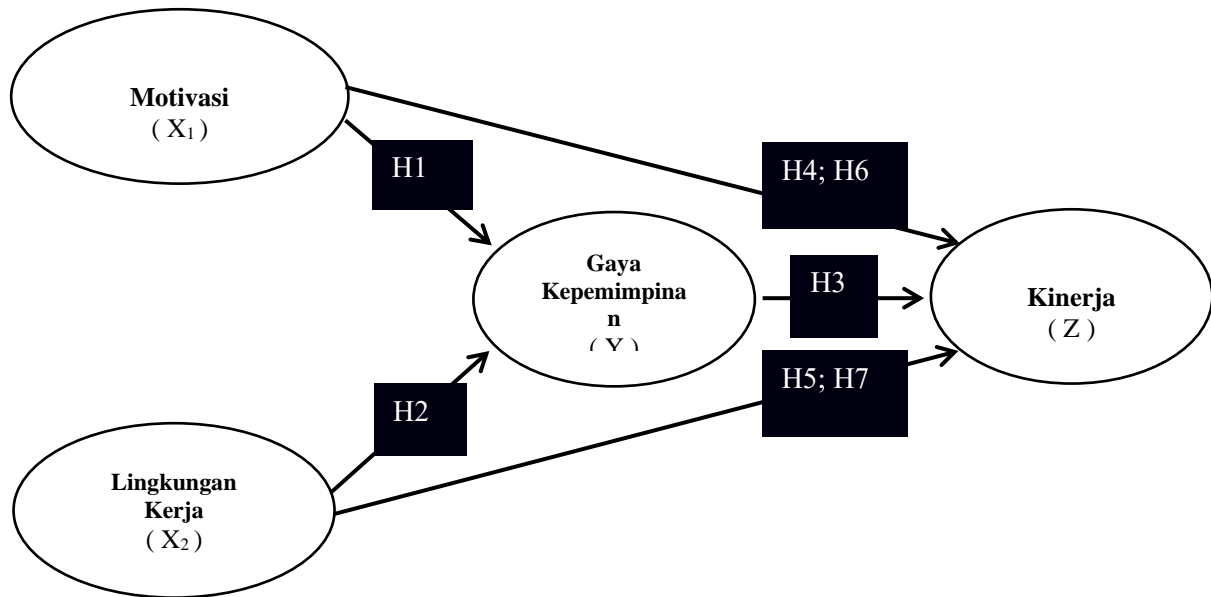


Figure 1. Frame Of Mind

3.2 Hypothesis

Based on the conceptual framework above, it can be formulated a hypothesis in this study as follows:

- H1:** Motivation provides a significant influence on leadership style.
- H2:** The work environment provides a significant influence on leadership style.
- H3:** Leadership style significantly influences employee performance.
- H4:** Motivation provides a significant influence on employee performance.
- H5:** The work environment has a significant influence on employee performance.
- H6:** Leadership style provides a significant influence as an intervening variable between motivation and employee performance.
- H7:** Leadership style provides a significant influence as an intervening variable between work environment and employee performance

4. Research Methods

In accordance with the conceptual framework of thought, two structural equations can be made, namely the regression equation that shows the hypothesized relationship. The two equations are as follows:

$$Y = \rho_{YX1.X1}.X1 + \rho_{YX2.X2}.X2 + e1$$

$$Z = \rho_{ZX1.X1}.X1 + \rho_{ZX2.X2}.X2 + \rho_{ZY.Y}.Y + e2$$

Information:

X1 = Motivation

X2 = Work Environment

Y = Leadership Style

Z = Performance

r_{X1X2} = Correlation Coefficient of Motivation with the Work Environment

r_{X1Y} = Correlation Coefficient of Motivation with Leadership Style

ρ_{YX1.X1} = Coefficient of Motivation Path to Leadership Style

$\rho_{YX2.X2}$ = Coefficient of Work Environment Pathway to Leadership Style
 $\rho_{ZX1.X1}$ = Coefficient of Motivation Path to Performance
 $\rho_{ZX2.X2}$ = Coefficient of the Work Environment Path to Performance
 $\rho_{ZY.Z}$ = Lead Coefficient of Leadership Style on Performance
 r_{X2Y} = Coefficient Correlation of Work Environment with Leadership Style
 e_1 = Other factors that influence the leadership style
 e_2 = Other factors that affect performance

5. Data Analysis and Discussion

5.1 Description of Research Results

This study uses a quantitative method with path analysis (path analysis), with a total sampling method, where the population and at the same time the sample of this study are 50 employees who are in the Secretariat of the Pariaman City Parliament. The results in this study describe the analysis of the influence of motivation and work environment with leadership style as intervening on the performance of Employees in the Secretariat of the City of Pariaman Parliament. The results of this study are generally based on the results of the instruments given to respondents, seen in the following table:

Table 1: Descriptive Analysis Results

	N	Item	TCR (%)	Information
	Statistic			
Motivation(X_1)	50	20	78,54	Good
Work Environment (X_2)	50	20	79,68	Good
Leadership Style(Y)	50	20	73,06	Good
Employee Performance(Z)	50	20	74,00	Good
Valid N (listwise)	50			

Source: Primary Data, IBM SPSS 20.0, 2018

From the table above it can be seen that from each variable has an average Respondent Achievement Rate (TCR) percentage of 76.32%, this can be interpreted that each respondent variable has an average categorized response that is quite good

5.2 Test Validity

Given the value of r count all items of variable statement is greater than r table. This means that all statement items are declared valid.

Table 2: Validity Test Results

Item	r hitung	r tabel	Results
Employee Performance (KI) (Z)	0,3667	0,2353	Valid
Motivation (MO) (X_1)	0,4777	0,2353	Valid
Work Environment (LK) (X_2)	0,3792	0,2353	Valid
Leadership Style(GK) (Y)	0,3572	0,2353	Valid

Source : Primary Data, IBM SPSS 20.0, 2018

5.3 Reliability Test

It is known that the Cronbach's Alpha value for all variables is greater than 0.6. The meaning is that the measuring instrument used of all variables in this study is reliable or trustworthy.

Table 3. Reliability Test Results

Variable	Cronbach Alpha (α)	Information
Employee Performance(KI) (Z)	0,795	Reliabel
Motivation (MO) (X1)	0,642	Reliabel
Work Environment (LK) (X2)	0,644	Reliabel
Leadership Style(GK) (Y)	0,603	Reliabel

Source : Primary Data, IBM SPSS 20.0, 2018

5.4 Normality Test

This normality test is used by the author to test the normality of the regression model. Tests carried out using the Kolmogrov-Smirnov test on each variable. Regression models are normally distributed if the sign value. Kolmogrov-smirnov each variable is greater than $\alpha = 0.05$. The results of the normality test can be seen in the table below:

Source: Primary Data, IBM SPSS 20.0, 2018

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		50
Normal Parameters ^a	Mean	.0000000
	Std. Deviation	3.80930821
Most Extreme Differences	Absolute	.088
	Positive	.088
	Negative	-.071
Kolmogorov-Smirnov Z		.625
Asymp. Sig. (2-tailed)		.829

a. Test distribution is Normal.

5.5 Linearity Test

Whereas with linearity testing using the P-P plot graph can be seen in the image below:

Normal P-P Plot of Regression Standardized Residual

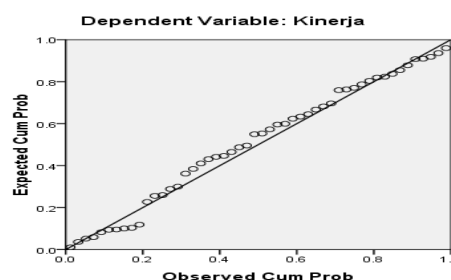


Figure 2. Linearity Test Results

Source: Primary Data, IBM SPSS 20.0, 2018

5.6 Multicollinearity Test

Multicollinearity test aims to test whether the regression model found a correlation between independent variables (independent), the results of multicollinearity test from this study can be seen in the following table:

Table 5. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Motivation (MO) (X ₁)	0,696	1,437
	Work Environment (LK) (X ₂)	0,712	1,404
	Leadership Style(GK) (Y)	0,914	1,095

Source: Primary Data, IBM SPSS 20.0, 2018

Multicollinearity Test is a way to detect the presence or absence of multicollinearity in the regression model through the value of tolerance and variance inflation factor (VIF). The cut-off value commonly used to indicate multicollinearity is a tolerance value ≥ 0.10 or equal to a VIF value ≥ 1.0 .

From the table above obtained: (a) Variable X₁, tolerance value = 0,696; and VIF = 1,437. Then it can be concluded that this variable does not occur Multicollinearity; (b) Variable X₂, tolerance value = 0.712; and VIF = 1,404. Then it can be concluded that this variable does not occur Multicollinearity, and (c) Y variable, tolerance value = 0.914; and VIF = 1.095. Then it can be concluded that this variable does not occur Multicollinearity.

5.7 Heteroscedasticity Test

The heteroscedasticity test produces a scatterplot graph as shown in the figure as follows:

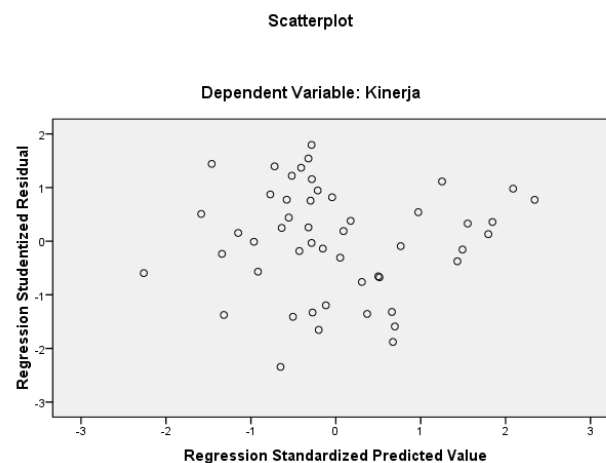


Figure 2: Heteroscedasticity Test Results

Source: Primary Data, IBM SPSS 20.0, 2018

From the picture above, namely Scatterplots output, it is known that: (a) Spreading points above and below or around zero, (b) Points do not collect only above or below it, (c) Spread of points the data does not form a wavy pattern widened then narrowed and widened again, and (d) Spread

of patternless data points. Thus the authors can conclude that there is no heteroscedasticity problem, so this regression model qualifies as a good and ideal model.

6. Analysis and Results

6.1 Path Analysis

6.1.1 Model 1

A. Path coefficient Model I

Multiple linear regression analysis is used in this study with the aim to determine whether there is an influence of the independent variable on the dependent variable. The statistical calculation in the multiple linear regression analysis used in this study is to use the help of the IBM SPSS computer program ver. 20.0. A summary of the results of data processing using the SPSS program is as follows:

**Table 6: R Square, Y Values
Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,294 ^a	0,086	0,048	4,221

a. Predictors: (Constant), Work Environmenr (X₂), Motivation (X₁)

b. Dependent Variable: Leadership Style (Y)

Source : Primary Data, IBM SPSS 20.0, 2018

**Table 7: Regression Effects of X1 and X2 on Y
Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	36,872	17,375		2,122	0,039
	Motivation (X ₁)	0,2040	0,104	0,315	1,964	0,056
	Work Environment (X ₂)	0,2430	0,148	0,264	1,644	0,107

a. Dependent Variable: Leadership Style (Y)

Source : Primary Data, IBM SPSS 20.0, 2018

Based on table 7 above, it is obtained that the significance value of the variable X₁ = 0.056 > 0.05, this means that X₁ has no significant effect on Y. While the variable X₂ = 0.107 > 0.05, which means X₂ has no significant effect on Y. While the value R² (R Square) in table 6 above contained in the Model Summary table is 0.086 which means that the contribution of the variables X₁ and X₂ to Y is 8.60% and the remaining 91.3% is the contribution of other variables not included in the study. And from the value of R² (R Square), e₁ is obtained by

means of $e1 = \sqrt{1-0.086} = 0.956$. Based on the above results, the structural equation is obtained:

$$Y = 0.315.X1 + 0.264.X2 + 0.956;$$

This model is significant because p value = 0.039, smaller than α 0.05; From the data processing above we can get the Model I Path Diagram, as follows:

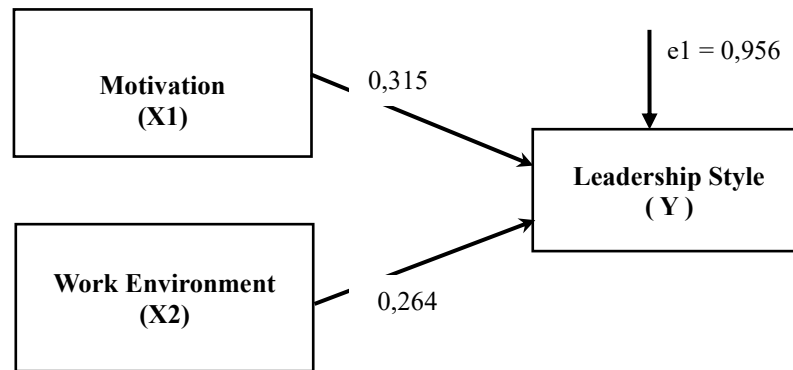


Figure 5: Path Analysis Model I

B. Path coefficient Model II

Multiple linear regression analysis is still used in subsequent studies to obtain the path coefficient of model two, with the aim to determine whether there is an influence of independent variables (competence and workload) and intervening variables (motivation) on the dependent variable (performance). Can be seen in the table below:

Table 8: R Square Z Results (Performance)
 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,627 ^a	0,393	0,354	3,932

a. Predictors: (Constant), Leadership Style(Y), Work Environment (X₂), Motivation (X₁)

b. Dependent Variable: Employee Performance (Z)

Source : Primary Data, IBM SPSS 20.0, 2018

Table 9: Regression Effects of X1, X2 and Y on Z
 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	43,760	16,943		2,583	0,013
	Motivation (X ₁)	-0,259	0,101	-0,355	-2,575	0,013
	Work Environment (X ₂)	0,298	0,142	0,286	2,099	0,041
	Leadership Style(Y)	0,372	0,136	0,329	2,737	0,009

a. Dependent Variable: Employee Performance (Z).

Source : Primary Data, IBM SPSS 20.0, 2018

Based on table 9 above, it was found that the significance value of the three variables, namely $X1 = 0.013 < 0.05$. This means that $X1$ has a significant effect on Z . While the variable $X2 = 0.041 < 0.05$, which means $X2$ has a significant effect on Z . And for the variable $Y = 0.009 < 0.05$, it means that it has a significant effect on Z . And the value of R^2 (R Square) contained in Table 8 Model Summary is 0.393 which means that the contribution of the variables $X1$, $X2$ and Y to Z is 39.3% and the remaining 61.7% is the contribution of other variables not included in the study. And from the value of R^2 (R Square), obtained e^2 by means of $e^2 = \sqrt{1 - 0.393} = 0.779$. Based on the above results, the structural equation is obtained:

$$Z = -0,355.X1 + 0,286.X2 + 0,3299.Y + 0,7779$$

This model is significant because p value = 0.013, smaller than α 0.05; From the data processing above we can obtain the Model II Path Diagram, as follows:

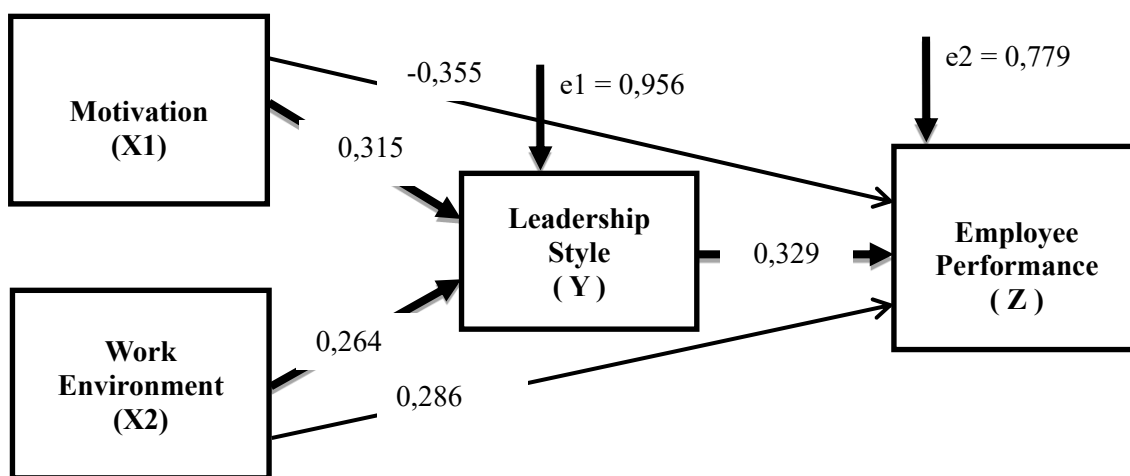


Figure 6: Path Analysis Model II

C. Hypothesis Test Results

From the two path analysis models, the authors obtain an analysis of the results of the hypothesis for this study, namely:

1. Analysis of the influence of motivation ($X1$) on leadership style (Y);
 From the analysis of the variables above that the values of motivation variables ($X1$) = $0.056 > 0.05$ are obtained. This means that motivation ($X1$) does not significantly influence the leadership style (Y).
2. Analysis of the influence of the work environment ($X2$) on leadership style (Y).
 From the analysis of the variables above, it is obtained the value of the work environment variable ($X2$) = $0.107 > 0.05$. This means that the work environment ($X2$) does not significantly influence the leadership style (Y).
3. Analysis of the influence of leadership style variables (Y) on performance (Z).
 From the analysis of the variables above, it is obtained that the value for the leadership style variable (Y) = $0.009 < 0.05$. This means that the leadership style (Y) has a significant effect on performance (Z).
4. Analysis of the influence of motivation ($X1$) on performance (Z).
 From the analysis of the variables above, it is obtained that the value of motivation variable ($X1$) = $0.013 < 0.05$. This means that motivation ($X1$) has a significant effect on performance (Z).

5. Analysis of the effect of work environment variables (X2) on performance (Z).
From the analysis of the variables above, it is obtained that the value of the work environment variable (X2) = 0.041 < 0.05. This means that the work environment (X2) has a significant effect on performance (Z).
6. Analysis of the influence of motivation (X1) through leadership style (Y) on performance (Z), from the analysis above obtained:
The direct effect of the given motivation variable (X1) on performance (Z) was -0.355
The indirect effect given by X1 through Z to Z is the multiplication between beta X1 to Z with the value of beta Y to Z that is = 0.315 x 0.329 = 0.104
The total effect given by motivation (X1) on performance (Z) is = -0,355 + 0,104 = -0,251
Based on the results of this calculation it is known that the value of the direct influence of -0.355 and the value of the indirect effect of 0.251 which means that the value of the indirect effect is greater than the value of the direct influence. These results indicate that indirectly the motivational variable (X1) through the leadership style (Y) has a significant influence on the performance variable (Z).
7. Analysis of the influence of the work environment (X2) through leadership style (Y) on performance (Z), from the above analysis obtained:
The direct effect of the given work environment variable (X2) on performance (Z) of 0.286
The indirect effect given by X2 through Y to Z is the multiplication of beta X2 to Z with the value of beta Y to Z that is = 0,264 x 0,329 = 0,087
The total effect given by motivation (X1) on performance (Z) is = 0.286 + 0.087 = 0.373
Based on the results of this calculation it is known that the value of the direct effect of 0.286 and the value of the indirect effect of 0.087 which means that the value of the indirect effect is smaller than the value of the direct influence. These results indicate that indirectly the motivational variable (X2) through the leadership style (Y) does not have a significant influence on the performance variable (Z).

6.2 Hypothesis Test

6.2.1 Coefficient of Determination (R²)

To find out the value of the coefficient of determination is indicated by the value of R Square, which can be seen in the table below:

Tabel 10: R Square Z (Performance)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,627 ^a	0,393	0,354	3,932

a. Predictors: (Constant), Leadership Style (Y), Work Environment (X₂), Motivation (X₁)

b. Dependent Variable: Employee Performance (Z)

Source : Primary Data, IBM SPSS 20.0, 2018

From table 10 above we get the coefficient of determination (R Square) value of 0.393 (0.393 value is the squaring of the correlation coefficient or R, which is 0.627 x 0.627 = 0.393), where the magnitude of the coefficient of determination (R Square) is 0.393 equal to 39.3% . This means that motivation, work environment and leadership style affect the performance of 39.3%. While the rest (100% - 39.3% = 60.7%) is influenced by other variables outside this regression

model. The magnitude of the influence of other variables is often referred to as error (e).

6.2.2 Test for Direct and Indirect Effects

In addition to using the independent variable (X) of more than one variable, this study also uses intervening variables. Intervening variables are intermediate variables, their function is to mediate the relationship between the independent variable and the dependent variable. To test the effect of intervening variables used the path analysis method. Path analysis is an extension of the regression analysis to estimate the causality relationship between variables that have been predetermined based on theory (Ghozali, 2011).

The following path analysis (Path Analysis) to examine the relationship between motivation and work environment on performance and whether the relationship between motivation and work environment on performance is mediated by leadership style with the picture as below:

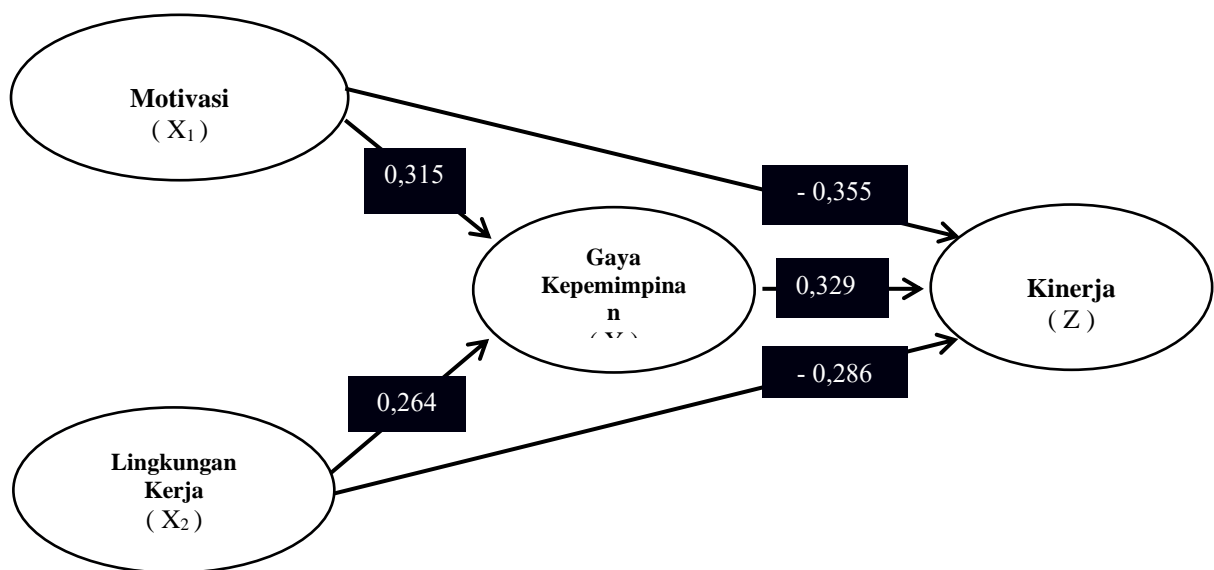


Figure 7: Path Analysis Model

1. Based on the picture, the path model shows the relationship based on the theory that motivation has a direct relationship with performance.
2. Based on the picture, the path model is shown a relationship based on the theory that the work environment has a direct relationship with performance.

6.2.3 Simultaneous Hypothesis Testing (Test F)

The feasibility test of this model is tested by the F Test method, the results of the F test determine the feasibility of a research model. Following are the results of the F Test from research data processing using IBM SPSS 20.0.

a. Model F Test 1

F test on sub-structural 1 uses 3 variables, namely motivation (X₁) and Work Environment (X₂) as independent variables and Leadership Style (Y) as dependent variables. Following are the results of data processing for the F test using SPSS version. 20.

Table 11. F Test Results Model 1
ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	79.255	2	39.627	2.225	.119 ^a
Residual	837.245	47	17.814		
Total	916.500	49			

a. Predictors: (Constant), Work Environment, Motivation

b. Dependent Variable: Leadership Style

Source : Primary Data, IBM SPSS 20.0, 2018

From table 11 it can be seen that the significance value is $0.119 > 0.05$, it can be concluded that motivation and work environment which are independent variables together do not significantly influence the Leadership Style variable which is the dependent variable.

b. Model F Test 2

F test on sub-structural 1 uses 4 variables, namely motivation (X1) and work environment (X2), leadership style (Y) as the independent variable and performance (Z) as the dependent variable. Following are the results of data processing for the F test using SPSS version. 20.0.

Table 12. F Test Results Model 2
ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	460.969	3	153.656	9.941	.000 ^a
Residual	711.031	46	15.457		
Total	1172.000	49			

a. Predictors: (Constant), Leadership Style, Work Environment, Motivation

b. Dependent Variable: Employee Performance

Source : Primary Data, IBM SPSS 20.0, 2018

From table 12 it can be seen that the significance value is $0,000 < 0.05$, it can be concluded that motivation, work environment, leadership style which are independent variables together have a significant effect on employee performance variables that become dependent variables.

6.2.4. Partial Hypothesis Testing (t Test)

a. Model 1 (Motivation and Work Environment Against Leadership Styles)

In sub-model 1, the t-test calculated is the motivation variable (X1) and work environment (X2) as the independent variable and the leadership style variable (Y) as the dependent variable. Following are the results of data processing using SPSS version 20.0:

Table 13. t Test Results model 1

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	36.872	17.375		2.122	.039
Motivation	.204	.104	.315	1.964	.056
Work Environment	.243	.148	.264	1.644	.107

a. Dependent Variable: Leadership Style

Source : Primary Data, IBM SPSS 20.0, 2018

Based on the results of the t test, it can be proven as follows:

1. The influence of motivation on leadership style
2. Partial influence between motivation and leadership style of 1,964 with a sign. $0.056 > \alpha = 0.05$. Sign value. the greater $\alpha = 0.05$, indicates the rejection of the hypothesis which states that motivation significantly influences the leadership style, meaning that the higher the influence of the leadership style has no effect on the motivation of Pariaman City DPRD Secretariat employees.
3. Effect of Work Environment on Leadership Style
Partial influence between work environment on leadership style 0,1644 with sign. $0.107 > \alpha = 0.05$. Sign value. the greater $\alpha = 0.05$, indicates the rejection of the hypothesis that the work environment has a significant positive effect on leadership style, meaning that the higher the leadership style there is no influence on the work motivation of the Pariaman City DPRD Secretariat employees.

b. Model 2 (Motivation, Work Environment and Leadership Style on performance)

In sub-model 2, the t-test calculated is the motivation variable (X1) and work environment (X2) as the variable and the leadership style variable (Y) as the independent variable and performance (Z) as the dependent variable. Following are the results of data processing using SPSS version 20.0.

Table 14: t Test Results model 2

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	43.760	16.943		2.583	.013
	Motivation	-.259	.101	-.355	-2.575	.013
	Work Environment	.298	.142	.286	2.099	.041
	Leadership Style	.372	.136	.329	2.737	.009

a. Dependent Variable: Employee Performance

Source : Primary Data, IBM SPSS 20.0, 2018

Based on the results of the t test, it can be proven as follows:

1. Effect of Motivation on Performance

Partial influence between motivation on performance of -2,575 with a sign. $0.013 < \alpha = 0.05$. Sign value. smaller $\alpha = 0.05$, indicating the acceptance of a hypothesis that states that motivation has a significant positive effect on performance, meaning that the higher the influence of motivation, the higher the performance of the staff of the Secretariat of the City of Pariaman.

2. Effect of Work Environment on Performance

Partial influence between work environment on performance of -2,099 with a sign. $0.041 = \alpha = 0.05$. Sign value. greater than $\alpha = 0.05$, indicates the acceptance of a hypothesis stating that the work environment has a significant positive effect on performance, meaning that the higher the influence of the work environment, the higher the performance of Pariaman City DPRD Secretariat Employees.

3. Effect of Leadership Style on Performance

Partial influence between leadership style on performance of 2.737 with a sign. $0.009 < \alpha = 0.05$. Sign value. smaller $\alpha = 0.05$, indicating the acceptance of the hypothesis that the leadership style had a significant positive effect on performance, meaning that the higher the leadership style, the higher the performance of the Pariaman City DPRD Secretariat staff.

7. Conclusions and Suggestions

7.1 Conclusion

Based on the results of research and data processing that have been done before, some conclusions can be drawn as follows:

1. Motivation does not significantly influence the leadership style of the Pariaman City DPRD Secretariat, this means that the increased leadership style does not significantly influence the motivation of Pariaman City DPRD Secretariat employees. In the Pariaman City DPRD the Leadership Style does not motivate the staff of the Pariaman City DPRD Secretariat.
2. The work environment does not significantly influence the leadership style of the Pariaman City DPRD Secretariat, this means that the high or low leadership style will not significantly influence the work environment of the Pariaman City DPRD Secretariat
3. Motivation has a significant effect on the Performance of Pariaman City DPRD Secretariat Employees, this is evident that the increasing motivation of Pariaman City DPRD Secretariat staff will improve the performance of Pariaman City DPRD Secretariat employees.
4. The work environment has a significant effect on the performance of Pariaman City DPRD Secretariat Employees. This shows that the better the work environment, the higher the performance of Pariaman City DPRD Secretariat employees.
5. Leadership style has a significant effect on the performance of Pariaman City DPRD Secretariat employees, this shows that with the better leadership style of the Pariaman City DPRD Secretariat, the performance of Pariaman City DPRD Secretariat staff will also improve.
6. Directly motivation through leadership style has a significant influence on the performance of Pariaman City DPRD Secretariat Employees. This means that if motivation increases it will influence the leadership style and will directly improve the performance of the Pariaman City DPRD Secretariat staff.

7. Indirectly the work environment through leadership style has a significant influence on the performance of Pariaman City DPRD Secretariat staff. This shows that the increase in performance of Pariaman City DPRD Secretariat employees is not directly affected by the increasing or decreasing leadership style, but the work environment directly affects the performance of Pariaman City DPRD Secretariat Employees.

7.2. Suggestion

Based on the findings and conclusions of the study. For this reason the authors propose the following:

1. The need for placement of human resources in the fields under their control and educational background and experience. Both the leadership and technical employees.
2. The DPRD Secretariat needs to increase the training / training / education of its employees on an ongoing basis to improve its competence.
3. There needs to be a strong system and decision to help improve work discipline both from the City Government of Pariaman and the Secretary of the City of Pariaman Parliament.
4. For other researchers, can be used as material for further study activities in conducting subsequent research in order to expand and develop research variables that have not been done by researchers.

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