

The Influence of Leadership Style, Work Motivation and Work Environment on Employee Performance at Pt. Multi Garmenjaya Production Department

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Abstract

The purpose of this study was to determine the effect of leadership style, motivation and work environment on employee performance at PT. Multi Garmenjaya in Bandung which consists of leadership style, work motivation and work environment. The population in this study are employees at PT. Multi Garmenjaya with a sample of 100 people. Data collection methods in this study were questionnaires and interviews. Methods of data analysis using descriptive methods and quantitative methods with multiple linear regression analysis are used to measure the effect of leadership style, work motivation and work environment on employee performance at PT. Multi Garmenjaya in Bandung consists of leadership style, work motivation and work environment. Based on the independent variable F test (leadership style, work motivation and work environment) together have a significant and positive influence on the dependent variable (performance). Through testing (R) the correlation coefficient shows that the level of correlation or relationship between leadership style, work motivation and work environment on employee performance is a high relationship that is equal to 76%.

Keywords

Leadership Style, Work Motivation, Work Environment and Performance.

In the era of globalization and increasingly fierce business competition, employee performance is one of the critical factors that influence the success of an organization. Leadership style, work motivation, and work environment are three important factors that can affect employee performance.

According to Maamari & Majdalani (2017) leadership is an activity to influence the behavior of others, or the art of influencing human behavior both individually and in groups. The main tasks of leadership are in the form of grouping, giving instructions, educating, guiding and so on (Dj, 2022) . Leadership style is one of the important factors that affect employee

performance. An effective leadership style can provide clear direction, motivate employees, build good relationships, and increase trust between superiors and subordinates.

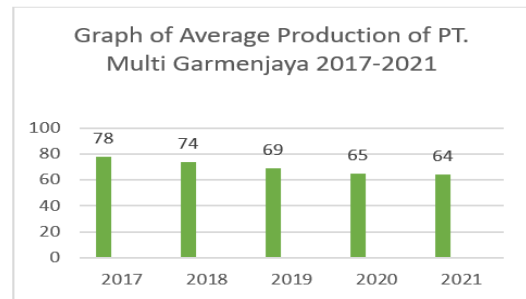
Anoraga (2010), work motivation is the willingness to work that arises due to encouragement from within the employee concerned as a result of overall integration rather than personal needs, the influence of the physical environment and the influence of the social environment where the strength depends on the integration process (Jurnal, 2023) . Work motivation is the provision of motivation by looking at the dominant needs of employees, both physiological needs and other needs, such as safety and security needs, social needs, esteem needs, and self-actualization needs.

The work environment is a condition that greatly determines the smooth running of a job and if the work environment allows it, the workers will make it a good and pleasant place to carry out or carry out their work activities, so as to reduce boredom and fatigue. Stoner said that workplace conditions also greatly determine work performance, because basically employees are not machines without a heart (Jurnal, 2023) . The work environment is everything that is around the employee, and can affect the carrying out of the tasks assigned to him, for example by having an air conditioner (AC), adequate lighting, and so on. According to Windayanti (2019) Performance is the result of a person's work that is completed within a certain period of time in accordance with the criteria of his work. In essence, employee performance is the result of an individual's work towards completing the tasks that have been given to him in accordance with the goals that have been given to him in an organization or company to achieve his goals (Management, 2022) .

The challenge faced in this study is the difficulty of objectively measuring the variables of leadership style, work motivation and work environment. In addition, other factors such as work environment and motivation can also affect employee performance.

Based on Figure 1 and the average production of PT. Multi Garmenjaya has decreased every year, from 2017 the total production was 78%, in 2018 the total production decreased by 74%, in 2019 the total production decreased by 69%, in 2020 the total production decreased by 65%, in 2021 the total production decreased by 64%.

the total production was 65% and in 2022 the total production decreased again by 64%.



Source: PT. Multi Garmenjaya, 2022

Figure 1. Average Production of PT. Multi Garmenjaya

The decline in employee performance is caused by several constraints that exist within the company. From the results of interviews with the HRD (Human Resources Development) PT. Multi Garmenjaya that the decline in employee performance is due to production targets not being achieved. A condition that is often experienced by garment companies where in practice there are still many employees who feel uncomfortable with the leadership style of their superiors, and feel uncomfortable with the environment in which they work. so, they are not motivated to complete their work properly. Therefore, it is important to understand how leadership style, work motivation, and work environment can affect employee performance. However, there is still a paucity in the literature regarding the relationship between these variables, so further research is needed to fill this knowledge gap.

Based on the phenomenon above, researchers are interested in conducting research entitled "The Influence of Leadership Style, Work Motivation and Work Environment on Employee Performance in the Production Section of PT. Multi Garmenjaya in Bandung"

Summary Problem

Based on the background described above, the writer can formulate the problems in the research as follows:

1. How does the influence of leadership style on employee performance
2. How does the influence of work motivation on employee performance
3. How does the work environment influence employee performance

4. How does the influence of leadership style, work motivation and work environment on employee performance

Research Purposes

There are several objectives of the research that has been carried out:

1. To determine the effect of leadership style, motivation and work environment on employee performance in the production department at PT. Multi Garmenjaya
2. To determine the effect of leadership style, motivation and work environment on employee performance in the production department at PT. Multi Garmen Jaya Partially.
3. To determine the effect of leadership style, motivation and work environment on employee performance in the production department at PT. Multi Garmen Jaya Simultaneously

Literature Review

Employee performance

According to Anwar Prabu (2020) Employee performance is work performance or work results both in quality and quantity achieved by human resources per unit time in carrying out their work duties in accordance with the responsibilities given to them.

According to Pusparani (2021) the factors that influence performance are attitude and mentality, Education, Skills, Leadership management, Income level, Salary and health, Social security, Work climate, Facilities and infrastructure, Technology and Opportunities for achievement

Leadership Style

According to Rivai (2021) leadership style is a set of characteristics that leaders have used to influence subordinates so that organizational goals are achieved.

According to Parashakti (2019) Factors that influence Leadership Style, namely:

1. Charisma: provides vision and mission, generates a sense of pride, earns respect and trust.
2. Inspiration: communicates high expectations, uses symbols to focus efforts, expresses an important goal in a simple way.

3. Intellectual simulation: can show intelligence, rational, careful problem solving.

4. Caring for staff individually: can show personal concern, treat employees individually, train, advise.

Work motivation

According to Robbins & Coulter (2020) Work Motivation is motivation that occurs in work situations and environments that exist in an organization or agency. The elements contained in motivation include elements of arousing, directing, maintaining, showing intensity, being persistent and having a purpose.

According to Rizky (2022) states that aspects of work motivation are:

1. Has an aggressive nature
2. Creative in carrying out work,
3. The quality of work is increasing day by day,
4. Comply with working hours.
5. High work initiative

Work environment

According to Mangkunegara (Negara & Makassar, 2022) The work environment is the entirety of the tools and materials used in the surrounding environment where a person works, work methods, and work arrangements both individually and in groups.

Factors that affect the work environment according to Koyongian & Koyongian (2020) can be grouped into physical and non-physical work environments. Physical Work Environment Physical work environment is a physical situation in the workplace that has an impact on employee motivation and performance.

Research Methods

Types of research

The type of research used is quantitative research. According to Sugiyono (2019) the quantitative research method is a research method based on the philosophy of positivism, used to research certain populations or samples.

Place and Time of Research

This research was conducted at PT. Multi Garmenjaya in the production division in

Bandung. The time period of the research was carried out in July 2023.

Population and Sample

According to Sugiyono (2019) population is a generalized area consisting of objects/subjects that have certain quantities and characteristics that are applied by researchers to study and then draw conclusions. Thus, the population in this study, namely 100 employees of the production division of PT. Multi Garmenjaya. The sampling method is a saturated sample, where the entire population is used as a respondent.

Data Collection Methods

Data collection methods in this study can be grouped into two types, namely:

Observation

According to Sugiyono (2019) Observation as a data collection technique has specific characteristics when compared to other techniques, observation is not limited to people, but other natural objects.

Interview

The interview technique is a meeting of two or more people to exchange information and ideas through question and answer, so that the meaning of a topic can be constructed. In this study interviews were conducted with employees as well as HRD of PT. Multi Garmenjaya Bandung.

Questionnaire

The questionnaire technique is a data and information collection technique used to analyze the influence of leadership style, motivation and work environment on employee performance which can be affected by the proposed system or existing system.

Data Analysis

The research data were analyzed by doing the following: Data testing, descriptive analysis and multiple linear regression analysis.

Data testing

Validation Test

Validity test is a test of the accuracy of measuring instruments or to find out whether

the questionnaire used in data collection is valid or not. Validity testing is used with the convergent validity method, namely a measuring instrument is declared valid if among the measuring instruments used has a high enough correlation.

Reliability Test

According to Sugiyono (2019) states "A reliable instrument is an instrument which, when used several times to measure the same object, will produce the same data".

Classic Assumption Test

The classic assumption test aims to ensure that the results can be used for further analysis. The classic assumption tests carried out in this study were the normality test, heteroscedasticity test, autocorrelation test, multicollinearity test and linearity test.

Multicollinearity Test

According to Ghazali (2020) The multicollinearity test is: "The multicollinearity test aims to see whether or not there is a high correlation between the independent variables in a multiple linear regression model." The provisions for detecting the presence or absence of multicollinearity are if the Variance Inflation Factor (VIF) value is not more than 10, and the Tolerance value is not less than 0.1, then the model can be said to be free from multicollinearity.

Autocorrelation Test

Autocorrelation test is a statistical analysis conducted to find out whether there is a correlation between the variables in the prediction model with changes in time.

In this study using the Durbin-Watson test (DW Test) to determine whether or not there is an autocorrelation problem in the regression model.

The hypothesis is as follows:

H0 : Autocorrelation does not occur

H1 : Autocorrelation occurs

When using the Durbin Watson Test (DW-Test), the conditions are as follows:

1. If $DW < DL$ or $DW = 4-DL$, then H0 is rejected, which means that there is autocorrelation
2. If $DU < DW$, then H0 is accepted, which means that autocorrelation does not occur

3. If $DL < DW$ or $4-DU < DW < 4-DL$, then no definite conclusion will be drawn

Test Normality

According to Ghozali (2018) the Normality Test is a normality test aimed at testing whether in the regression model, the dependent and independent variables both have a normal distribution or not. It is said to be normal if the resulting residual value is above the specified significance value (0.05). The data normality test uses the Kolmogorov Smirnov Test of Normality in the Statistical Package for Social Sciences SPSS 25 program. Meanwhile, one of the statistical tests that can be performed to test normality is the non-parametric Kolmogorov-Smirnov (KS) test, with the hypothesis:

HO : residual data normally distributed

HI : residual data is not normally distributed

The basis for decision making is:

1. If the significant value < 0.05 then the data distribution is not normal
2. If the significant value is > 0.05 , then the data distribution is normal (Ghozali, 2018)

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residual of one observation to another observation which is still called homoscedasticity, while for different variants it is called heteroscedasticity. A good regression model is homoscedasticity or there is no heteroscedasticity. Ghozali (2018)

The way to find out whether there is heteroscedasticity is to look at the graph plot between the predicted value of the dependent variable (ZPRED) and its residual (SRESID). predicted and the X axis is the studentized residual (Y predicted -Y actually). This graphical analysis was performed using SPSS 25 software. The basis for the analysis is as follows.

1. If there is a certain pattern, such as the dots forming a certain regular pattern (wavy, widens and then narrows), then it indicates that heteroscedasticity has occurred.
2. If there is no clear pattern and the points spread above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity (Ghozali, 2018).

Linearity Test

According to Ghozali (2018) Linearity Test is a linearity test that is used to see whether the model specifications used are correct or not. Is the function used in an empirical preferably linear, quadratic or cubic. With the linearity test, information will be obtained whether the empirical model should be linear, quadratic, or cubic.

Descriptive Analysis

According to Sugiyono (2019) Descriptive Analysis is statistics used to analyze data by describing or describing the data that has been collected as it is without intending to make general conclusions or generalizations. In statistical measurements, the descriptive method can be seen using mean, mode or frequency calculations.

Multiple Linear Regression Analysis

According to Ghozali (2020) Multiple regression analysis is a regression that has one dependent variable and two or more independent variables. Analyze this to find out. The direction of the relationship between the independent variables is related to the dependent variable.

The verification method is used to test the truth of a hypothesis, the tests that will be used in the verification analysis are Multiple Regression Analysis, Persian Significant Test (t test), Simultaneous Significant Test (f test) and Coefficient of Determination Test (R²). In this test plan, to determine whether there is influence between the independent variables (leadership style, work motivation and work environment) on the dependent variable (Employee Performance) The multiple linear regression equation can be formulated as follows:

$$Y = \alpha + b_1 X_1 + b_2 X_2 + b_3 X_3$$

Information :

Y = Employee performance

α = Constant

b_1, b_2, b_3 = Regression coefficient

X_1, X_2, X_3 = Independent variables

Results and Discussion

Data Testing

The results of data testing are as follows:

Validity test

From the results of the validity test, it was found that each statement item from the variables of leadership style, work motivation, work environment and employee performance has valid criteria, all statement items from each variable have a significance value or Sig (2-tailed) less than 0.05. Therefore, all statement items from the variables of leadership style, work motivation, work environment and employee performance have proven their validity, so they are suitable for use in research.

Reliability Test

Based on the results of reliable analysis, it can be seen that each statement item from the variables of leadership style, work motivation, work environment and employee performance have a Cronbach Alpha value > 0.60. Therefore, it can be concluded that the measuring instruments in this study are declared reliable.

Normality test

Based on the results of the normality analysis, it can be seen that this regression model has a significance value of 0.200, which means a significance value of 0.200 > 0.05. So, it can be concluded that this regression model is normally distributed or fulfills the assumption of normality.

Therefore, it can be concluded that the variables of leadership style, work motivation, work environment and employee performance have data that are normally distributed.

Multicollinearity Test

Based on the results of the multicollinearity test, it can be seen that each independent (free) variable has no symptoms of multicollinearity.

Autocorrelation Test

Based on the overall results of the autocorrelation test, it can be concluded that this research model does not have autocorrelation symptoms.

Heteroscedasticity Test

Based on the results of the Heteroscedasticity test, it can be concluded that in this regression model there are no symptoms of heteroscedasticity. This regression model is

suitable for use because it has no inaccuracies in the data.

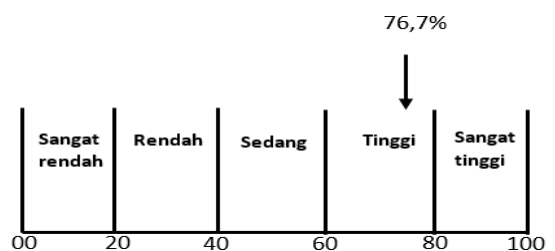
Linearity Test

Based on the results of the linearity test, it can be seen that each independent variable, namely leadership style (X1), work motivation (X2) and work environment (X3) have a linearity p (Sig) value of 0.000 < 0.05. Therefore, it can be concluded that in this study there is a linear relationship between the independent variables which include leadership style, work motivation and work environment with employee performance as the dependent variable.

Descriptive Analysis

Leadership Style Variable (X1)

From the score calculation, the results show that the average score obtained for the Leadership Style variable (X1) is at a high level, or equal to 76.7%. This continuum can be categorized as follows:



Variable Continuum Line X1

Based on the analysis of the score interpretation of the continuum line, the overall value of the leadership style variable (X1) is in the high category with a value of 76.7%. In the 5th statement it shows that the leader where I work always tries to encourage his subordinates to improve their abilities, has a value of 77.2% meaning that the respondent agrees with the statement that the leader always encourages his subordinates to improve their work abilities, so that employees can train and given the opportunity to have good competence on the job.

Work Motivation Variable (X2)



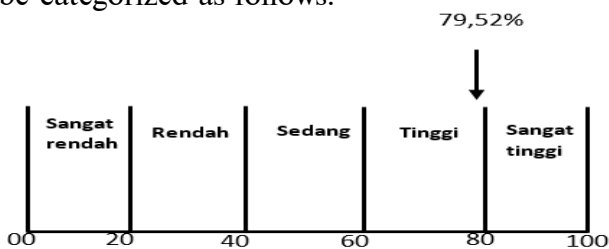
From the calculation of the score, the results show that the average score of the work motivation variable (X2) is 80.96%. These values are presented in a continuum line as shown in the image below.

Variable Continuum Line X2

Based on the analysis of the unit score as a whole, the variable Work Motivation (X2) is at a very high level, or 80.96%. In the 2nd statement it shows that as an employee I must have maximum work quality as my responsibility for work, having a value of 84.8% means that the respondent agrees with the statement that employees always provide good quality as a form of employee responsibility in carrying out work at the company.

Work Environment Variables (X3)

Overall, the average score obtained for the Work Environment variable (X3) is at a high level, or equal to 79.52%. This continuum can be categorized as follows:



Variable Continuum Line X3

Based on the analysis of the unit score as a whole, the Work Environment variable (X3) is at a high level, or 79.52% in the 2nd statement indicating that lighting in the workplace helps me complete my work, has a value of 81.8%

meaning that the respondent agrees with the statement This means that the company guarantees supporting facilities to create a comfortable working atmosphere, so as to stimulate increased employee performance.

Employee Performance Variable (Y)

Overall, the average score obtained for the Employee Performance variable (Y) is at a very high level, or 80.6%. This continuum can be made with the following categories:

Variable Continuum Line Y



Based on the analysis of the score unit, overall the Employee Performance variable (Y) is at a very high level, or equal to 80.6%. In the 4th statement it shows that the work I am doing is carried out in the right way according to the applicable principles, with a value of 82.4% means that the respondent agrees with the statement that employees always work according to the principles that apply in the company.

Multiple Linear Analysis

The following is a detailed table of multiple linear regression test results from the variables of leadership style (X1), work motivation (X2), work environment (X3) on employee performance (Y).

Table of Multiple Linear Regression Results Variables X1, X2, X3 Against Y

| Coefficients ^a | | | | | | |
|---------------------------|-----------------------------|------------|---------------------------|--|-------|------|
| Model | Unstandardized Coefficients | | Standardized Coefficients | | t | Sig. |
| | B | Std. Error | Betas | | | |
| (Constant) | 1.215 | 1,255 | | | -.967 | .336 |
| Leadership style | .210 | .069 | .202 | | 3,054 | .003 |
| Motivation | .511 | .092 | .479 | | 5,545 | .000 |
| Environment | .353 | .106 | .286 | | 3,339 | .001 |

a. Dependent variable: EMPLOYEE PERFORMANCE

Source: Primary Data Processed by SPSS 26 (2023)

To analyze the results of the regression coefficient, it can be done by making a regression equation, based on the table above, it can be seen that this regression model has the following regression equation.

$$Y = 1.215 + 0.210X1 + 0.511X2 + 0.353X3$$

Based on the regression equation, it can be seen that the constant value is 1.215. this means that the employee performance variable (Y) is worth 1,215 scores without being influenced by other variables.

In addition, the variable coefficient of leadership style (X1) is 0.210 indicating that for every increase in leadership style (X1) of 100 score units, employee performance (Y) will increase by 21 score units. The coefficient of work motivation variable (X2) is 0.511 indicating that for every increase in work motivation (X2) of 100 score units, employee performance (Y) will increase by 51.1 score units, and the work environment variable coefficient (X3) is 0.353 shows that at each increase in the work environment variable (X3) by 100 score units,

the employee's performance (Y) will increase by 35.3 score units.

Simultaneous Significance Test (TEST F)

The F test is carried out by comparing the F table value with the F value resulting from the calculation (F count) using IBM SPSS 25.

The following is the result of the calculated F test for the variables of leadership style (X1), work motivation (X2) and work environment (X3) on employee performance (Y).

Table of F (Simultaneous) Test Results X1, X2 and X3 Against Y

| ANOVA ^a | | | | | | |
|--|------------|----------------|----|------------|---------|-------|
| | Model | Sum of Squares | df | MeanSquare | F | Sig. |
| 1 | Regression | 1066634 | 3 | 355,545 | 105,736 | .000b |
| | residual | 322,806 | 96 | 3,363 | | |
| | Total | 1389,440 | 99 | | | |
| a. Dependent Variable: EMPLOYEE PERFORMANCE | | | | | | |
| b. Predictors: (Constant), LEADERSHIP STYLE, MOTIVATION, ENVIRONMENT | | | | | | |

Source: Primary Data Processed by SPSS 26 (2023)

Based on the table above, it can be seen that the variables of leadership style (X1), work motivation (X2) and work environment (X3) have a calculated F value of 105.736, which means that F count is $105.736 > F$ table 2.70. Besides that, this study also has a Sig value of $0.000 < 0.05$. Therefore, it can be concluded that H0 is rejected, which means that the independent variables, namely leadership style, work motivation and work environment simultaneously and significantly influence

employee performance as the dependent variable.

Partial Significance Test (TEST T)

The partial significant test or t test is carried out by comparing the t table value with the t value resulting from the calculation (t count) using IBM SPSS 25.

The following is the result of the calculated T test for the variables of leadership style (X1), work motivation (X2) and work environment (X3) on employee performance (Y).

Table of T Test Results X1, X2 and X3

| Coefficients ^a | | | | | |
|---|-----------------------------|---------------------------|-------|-------|------|
| Model | Unstandardized Coefficients | Standardized Coefficients | | t | Sig |
| | | Std Error | Betas | | |
| (Constant) | 1.215 | 1,255 | | -.967 | .336 |
| Leadership style | .210 | .069 | .202 | 3,054 | .003 |
| Motivation | .511 | .092 | .479 | 5,545 | .000 |
| Environment | .353 | .106 | .286 | 3,339 | .001 |
| a. Dependent variable: EMPLOYEE PERFORMANCE | | | | | |

Source: Primary Data Processed by SPSS 26 (2023)

Based on the table above, several important points regarding the t test can be identified, including the following.

1. The leadership style variable (X1) has a calculated t value of 3.054, which means that the calculated t value is greater than the t table value ($3.054 > 1.985$). In addition, the leadership style variable has a probability value (sig) of $0.003 < 0.05$. Therefore, this study concludes that H0 is rejected, which means that partially, the

leadership style variable (X1) has a significant effect on employee performance variable (Y).

2. The work motivation variable (X2) has a calculated t value of 5.545, which means that the calculated t value is greater than the t table value ($5.545 > 1.985$). In addition, the work motivation variable has a probability value (sig) of $0.00 < 0.05$. Therefore, this study concludes that H0 is rejected, which means that partially, work

motivation variable (X2) has a significant effect on employee performance variable (Y).

3. The work environment variable (X3) has a calculated t value of 3,339, which means that the calculated t value is greater than t table ($3,339 > 1,985$). In addition, the work environment variable has a probability

value (sig) of $0.001 < 0.05$. Therefore, this study concludes that H_0 is rejected. Which means partially the work environment variable (X3) has a significant effect on employee performance variables (Y).

Determination Coefficient Test

Table of R2 Test Results Variables X1, X2, X3 Against Y

| Summary models | | | | |
|--|-------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | std. Error of the Estimate |
| 1 | .876a | .768 | .760 | 1834 |
| a. Predictors: (Constant), Environment, Leadership Style, Motivation | | | | |

Source: Primary Data Processed by SPSS 26 (2023)

Based on the table data above, it can be seen that this regression model has an adjusted R square value of 0.760 (76%). This value indicates that the influence of leadership style, work motivation and work environment on employee performance as a whole is 76%, while the remaining 24% is influenced by other variables not included in this study such as work discipline, job satisfaction and others.

Conclusions and Recommendations

Conclusion

Based on the discussion of the results of the research that has been done, it can be concluded that:

1. Based on the descriptive statistical analysis of the leadership style in the PT Multi Garmen Jaya Production Work Unit has a high average value, so does the work motivation in the PT Multi Garmen Jaya Production Work Unit which has a very high average value, then in the work environment in the PT Production Work Unit Multi Garmen Jaya also has a high average score, and also the performance of employees in the Production Work Unit of PT Multi Garmen Jaya has a very high average score.
2. Based on the results of the partial significant test (t test) that all independent variables, namely the variables of leadership style, work motivation and work environment have a significant influence on employee performance.
3. Based on the results of the simultaneous significant test (Test F) that the variables of leadership style, work motivation and work

environment have a significant influence on employee performance.

Suggestion

Based on the results of the research, discussion, the researchers provide suggestions so that they can be used as input for consideration and improvement, the suggestions are as follows:

Based on the research results, the leadership style variable that has the lowest statement is in the fourth statement, namely 76% "Leaders where I work appreciate and praise subordinates who have good performance", because based on the results of interviews with several respondents, leaders stated that leaders rarely give appreciation to employees. who have good performance, in that way the leader does not set a good example and will not be an inspirational source, so that the sincerity of employees will continue to decrease because there is no reciprocity by the leader and the leader does not set a good example for employees.

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