

# The Effect of Leadership and Work Environment on Employee Performance with Employee Motivation Intervening Variables at PT. Lezax Nesia Jaya

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## Abstract

*The purpose of this study is to analyze the role and influence of leadership, work environment on employee performance with the intervening variable of employee motivation at PT. Lezax Nesia Jaya. Data were collected using a questionnaire and using a Likert scale 1 - 6. The research method was carried out by the census method on all employees of PT. Lezax Nesia Jaya as many as 344 employees. Questionnaires that can be processed and analyzed as many as 282. Data processing and analysis were carried out using multiple linear regression analysis and path analysis methods. The device used uses SPSS software. The results showed that leadership had a positive and significant effect on employee motivation. The work environment has a positive and significant effect on employee motivation. Leadership has no effect on employee performance. The work environment has a positive and significant effect on employee performance. Employee motivation has no effect on employee performance. Leadership has no positive and significant effect on employee performance through employee motivation. The work environment has no effect on employee performance through employee motivation.*

## Keywords

Leadership; work environment;  
employee performance;  
employee motivation



## I. Introduction

Competition at the global level is increasing in all walks of life, including free trade or the global economic sector. This condition requires organizations to continuously improve their competitive advantage (Diamantidis & Chatzoglou, 2019) and their productivity more efficiently and effectively. This condition encourages companies to manage, improve, and utilize human resources in their companies, so that these human resources are dedicated and highly motivated (Bhatti et al., 2016), so that they are innovative and skilled in producing good performance (Tupti et al., 2021).

Employee performance in a company is influenced by several factors, including leadership (Diamantidis & Chatzoglou, 2019), work environment (Pawirosumarto et al., 2017; Bahri, 2018), motivation, work discipline, organizational culture (Pawirosumarto et al., 2017), and work motivation (Ria, 2021) and employee competence (Jnaneswar & Ranjit, 2022). Based on this, companies need to improve the performance of their employees. This is because the company's success is largely determined by the quality of work of its employees and leaders (Abeyrathna & Priyadarshana, 2020). The role of leaders in the company, apart from relating to the continuity and sustainability of the company, is also in achieving the company's vision and mission (Fazira & Mirani, 2019). Leaders are also considered successful if the leader can understand the desires of his subordinates, and is able to provide inspiration and appreciation to his subordinates (Sultoni, 2018).

Leadership within a company in addition to forming a work environment (Bahri, 2018), is also expected to create a comfortable and conducive work atmosphere, it is also expected to create a work environment ecosystem where colleagues support each other's work (Bhatti et al., 2021), so that organizational productivity increases (Dixit & Sinha, 2021). A good work environment supports increasing employee performance which has an impact on increasing employee work outcomes (Rojikinnor et al, 2022). Financial statements are basically a source of information for investors as one of the basic considerations in making capital market investment decisions and also as a means of management responsibility for the resources entrusted to them (Prayoga and Afrizal 2021). Financial performance is a measuring instrument to know the process of implementing the company's financial resources. It sees how much management of the company succeeds, and provides benefits to the community. Sharia banking is contained in the Law of the Republic of Indonesia No.21 of 2008 article 5, in which the Financial Services Authority is assigned to supervise and supervise banks. (Ichsan, R. et al. 2021)

Companies in addition to improving the work environment, also need to conduct work assessments using an objective evaluation system. The performance appraisal will also serve as the basis for an objective assessment in awarding outstanding employees. The company provides motivation to employees, one of which is in the form of awards for outstanding employees, and opportunities for employees to work can encourage employee performance improvements (Marler & Boudreau, 2016). Motivation is very important because it shapes work behavior and performance (Robert, 2005).

Companies also need leaders with leadership who have high integrity and can influence the achievement of employee performance (Silitonga, 2020), companies need to focus on leadership effectiveness. Good leadership within the company needs to be formed (Ribeiro et al., 2018; Khaola & Coldwell 2019; Gupta, 2020), developed (McCauley & Palus, 2021) and accountable for leadership. In addition, the leadership role can also develop employee participation (Gallardo, 2019). Leadership is seen as being able to increase the quantity and quality of work and employee performance (Muller et al., 2018).

Employee performance that has not been optimal can be seen from the results of their performance (Parlindungan et al., 2021). Based on the results of observations and initial interviews conducted with the Personnel Section, PT. Lezax Nesia Jaya, employee performance at PT. Lezax Nesia Jaya which is not yet optimal. Employee performance that has not been optimal, including in terms of completion of work that is less than optimal and the level of employee attendance during working hours and days. Employees of PT. There are still many Lezax Nesia Jaya who have not provided information regarding permits not to come to work or permits for personal needs during working hours, sick, or absent without information. This study broadens the horizons and studies regarding leadership, work environment, employee motivation and employee performance at PT. Lezax Nesia Jaya as well as validating the gaps of previous research that has been done previously, especially regarding leadership, work environment, performance and motivation with inconsistent research results.

## II. Review of Literature

### 2.1 Employee Performance

Performance according to Bernardin & Russel (2003) is a record of the results of work produced at a certain time related to work functions or activities during a certain period of time. The indicators used are quality, quantity, timeliness, effectiveness, independence, and work commitment.

## 2.2 Leadership

Leadership according to Ott (1987) is the relationship between leaders and subordinates, the leader influences the attitudes, beliefs, and behavior of subordinates. The indicators used are having courage, having a mission, motivating, daring to take risks, having loyalty and having self-respect.

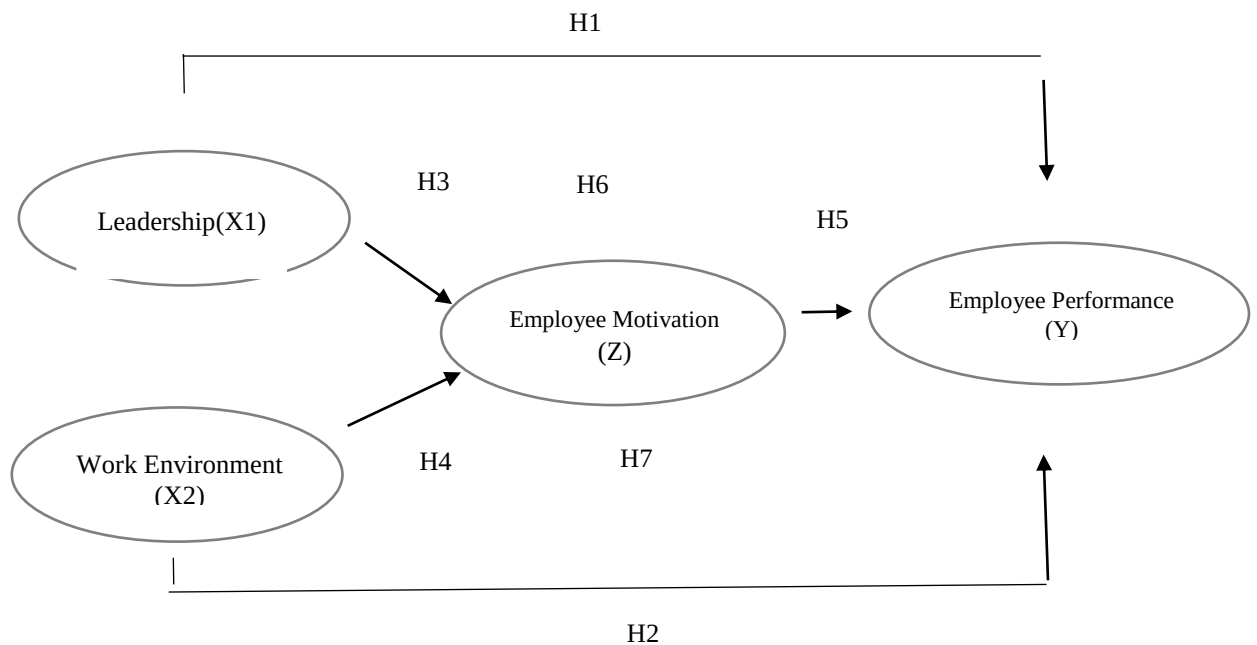
## 2.3 Work

Environment The work environment according to Kafui (2017) is a place where employees carry out tasks and complete work effectively. The indicators used are physical work environment, psychological work environment and social work environment.

## 2.4 Employee Motivation Employee

Motivation according to Lawler & Porter (1968) is the result of the expected rewards received and determined by the efforts and roles performed by employees. The motivation indicators used are intrinsic and extrinsic motivation.

## 2.5 Thinking Framework



## 2.6 Hypothesis

Hypotheses in this study are as follows:

H1: Leadership has a positive effect on employee motivation.

H2: The work environment has a positive effect on employee motivation.

H3: Leadership has a positive effect on employee performance.

H4: The work environment has a positive effect on employee performance.

H5: Employee motivation has a positive effect on employee performance.

H6: Leadership has a positive effect on employee performance through employee motivation.

H7: The work environment has a positive effect on employee performance through employee motivation.

### III. Research Method

This study uses a quantitative research methodology, a measurement scheme, where statements/questions require alternative answers, from strongly agree to strongly disagree and are based on empirical objects (Sinambela, 2021). The research location at PT. Lezax Nesia Jaya with a total population of employees of PT. Lezax Nesia Jaya, as many as 344 people. Data was collected by distributing questionnaires and additional interviews, data analysis was carried out by SPSS with descriptive analysis, classical assumption test, multiple linear regression analysis and path analysis. Path analysis is used in this study to determine the effect between variables (Garson, 2013).

### IV. Result and Discussion

Research data collection activities have been carried out by distributing questionnaires to all employees of PT. Lezax Nesia Jaya as many as 344 employees. The questionnaires that were processed and analyzed were 282 questionnaires using *software* SPSS 2.0

Based on the questionnaires that were processed and analyzed, the characteristics of the respondents, 63% of respondents were female, 24.11% were aged between 43 - 46 years, 91.5% had a high school education level and 22.69% had a working period of between 8 - 11 years.

Recapitulation of the list of questionnaire questions for respondents can be seen in the following table.

**Table 1.** Recapitulation of the Number of Statements Based on Variable

| No.   | Research Variables       | Number of Questions |
|-------|--------------------------|---------------------|
| 1.    | Leadership (X1)          | 18                  |
| 2.    | Work Environment (X2)    | 15                  |
| 3.    | Employee Motivation (Z)  | 15                  |
| 4.    | Employee Performance (Y) | 18                  |
| Total |                          | 66                  |

*Source: Primary data processing, 2022*

Recapitulation of the validity of each variable used in this study is based on the comparison of the *Pearson correlation*.value *Pearson correlation* > 0.3 then the question is considered valid, and vice versa. The validity test was carried out using SPSS software on the basis *product moment* of *Pearson* for each question item and its total. The instrument is considered valid if the *Pearsonis* > 0.3 and is considered invalid if < 0.3 (Ghozali, 2018). The validity of the statement can be explained as follows.

**Table 2.** Recapitulation of the Validity of the Statement of Variable X1 (Leadership)

| No. | Statement         | <i>Pearson Correlations</i> | <b>P value</b> | <b>Conclusion</b> |
|-----|-------------------|-----------------------------|----------------|-------------------|
| 1   | Leadership (X1.1) | 0,585                       | 0,113          | Valid             |
| 2   | Leadership (X1.2) | 0,821                       | 0,113          | Valid             |
| 3   | Leadership (X1.3) | 0,824                       | 0,113          | Valid             |
| 4   | Leadership (X1.4) | 0,864                       | 0,113          | Valid             |
| 5   | Leadership (X1.5) | 0,847                       | 0,113          | Valid             |
| 6   | Leadership (X1.6) | 0,841                       | 0,113          | Valid             |

| No. | Statement          | <i>Pearson Correlations</i> | P value | Conclusion |
|-----|--------------------|-----------------------------|---------|------------|
| 7   | Leadership (X1.7)  | 0,716                       | 0,113   | Valid      |
| 8   | Leadership (X1.8)  | 0,779                       | 0,113   | Valid      |
| 9   | Leadership (X1.9)  | 0,895                       | 0,113   | Valid      |
| 10  | Leadership (X1.10) | 0,871                       | 0,113   | Valid      |
| 11  | Leadership (X1.11) | 0,896                       | 0,113   | Valid      |
| 12  | Leadership (X1.12) | 0,877                       | 0,113   | Valid      |
| 13  | Leadership (X1.13) | 0,792                       | 0,113   | Valid      |
| 14  | Leadership (X1.14) | 0,929                       | 0,113   | Valid      |
| 15  | Leadership (X1.15) | 0,848                       | 0,113   | Valid      |
| 16  | Leadership (X1.16) | 0,845                       | 0,113   | Valid      |
| 17  | Leadership (X1.17) | 0,829                       | 0,113   | Valid      |
| 18  | Leadership (X1.18) | 0,911                       | 0,113   | Valid      |

Source: Primary data processing, 2022

Table 2 shows that statements regarding variables leadership based on data analysis is declared valid, this is because the overall *Pearson correlation* > 0.3.

**Table 3.** Recapitulation of the Validity of the Statement of Variable X2 (Work Environment)

| No. | Statement                | <i>Pearson Correlations</i> | P value | Conclusion |
|-----|--------------------------|-----------------------------|---------|------------|
| 1   | Work Environment (X2.1)  | 0,780                       | 0,113   | Valid      |
| 2   | Work Environment (X2.2)  | 0,706                       | 0,113   | Valid      |
| 3   | Work Environment (X2.3)  | 0,692                       | 0,113   | Valid      |
| 4   | Work Environment (X2.4)  | 0,736                       | 0,113   | Valid      |
| 5   | Work Environment (X2.5)  | 0,830                       | 0,113   | Valid      |
| 6   | Work Environment (X2.6)  | 0,743                       | 0,113   | Valid      |
| 7   | Work Environment (X2.7)  | 0,864                       | 0,113   | Valid      |
| 8   | Work Environment (X2.8)  | 0,823                       | 0,113   | Valid      |
| 9   | Work Environment (X2.9)  | 0,835                       | 0,113   | Valid      |
| 10  | Work Environment (X2.10) | 0,779                       | 0,113   | Valid      |
| 11  | Work Environment (X2.11) | 0,799                       | 0,113   | Valid      |
| 12  | Work Environment (X2.12) | 0,496                       | 0,113   | Valid      |
| 13  | Work Environment (X2.13) | 0,645                       | 0,113   | Valid      |
| 14  | Work Environment (X2.14) | 0,300                       | 0,113   | Valid      |
| 15  | Work Environment (X2.15) | 0,545                       | 0,113   | Valid      |

Source: Primary data processing, 2022

Table 3 shows that the statement regarding the leadership variable based on data analysis is valid, this is because the overall *Pearson correlation* > 0.3.

**Table 4.** Recapitulation of the Validity of the Statement of Variable Y (Employee Performance)

| No. | Statement                  | <i>Pearson Correlations</i> | P value | Conclusion |
|-----|----------------------------|-----------------------------|---------|------------|
| 1   | Employee Performance (Y.1) | 0,740                       | 0,113   | Valid      |
| 2   | Employee Performance (Y.2) | 0,761                       | 0,113   | Valid      |
| 3   | Employee Performance (Y.3) | 0,813                       | 0,113   | Valid      |
| 4   | Employee Performance (Y.4) | 0,874                       | 0,113   | Valid      |

| No. | Statement                   | <i>Pearson Correlations</i> | P value | Conclusion |
|-----|-----------------------------|-----------------------------|---------|------------|
| 5   | Employee Performance (Y.5)  | 0,816                       | 0,113   | Valid      |
| 6   | Employee Performance (Y.6)  | 0,792                       | 0,113   | Valid      |
| 7   | Employee Performance (Y.7)  | 0,763                       | 0,113   | Valid      |
| 8   | Employee Performance (Y.8)  | 0,794                       | 0,113   | Valid      |
| 9   | Employee Performance (Y.9)  | 0,828                       | 0,113   | Valid      |
| 10  | Employee Performance (Y.10) | 0,619                       | 0,113   | Valid      |
| 11  | Employee Performance (Y.11) | 0,738                       | 0,113   | Valid      |
| 12  | Employee Performance (Y.12) | 0,662                       | 0,113   | Valid      |
| 13  | Employee Performance (Y.13) | 0,763                       | 0,113   | Valid      |
| 14  | Employee Performance (Y.14) | 0,703                       | 0,113   | Valid      |
| 15  | Employee Performance (Y.15) | 0,637                       | 0,113   | Valid      |
| 16  | Employee Performance (Y.16) | 0,682                       | 0,113   | Valid      |
| 17  | Employee Performance (Y.17) | 0,512                       | 0,113   | Valid      |
| 18  | Employee Performance (Y.18) | 0,643                       | 0,113   | Valid      |

Source: Primary data processing, 2022

Table 4 shows that the statement regarding the leadership variable based on data analysis is valid, this is because the overall *Pearson correlation* > 0.3.

**Table 5.** Recapitulation of the Validity of the Statement of Variable Z (Employee Motivation)

| No. | Statement         | <i>Pearson Correlations</i> | P value | Conclusion |
|-----|-------------------|-----------------------------|---------|------------|
| 1   | Motivation (Z.1)  | 0,673                       | 0,113   | Valid      |
| 2   | Motivation (Z.2)  | 0,634                       | 0,113   | Valid      |
| 3   | Motivation (Z.3)  | 0,358                       | 0,113   | Valid      |
| 4   | Motivation (Z.4)  | 0,549                       | 0,113   | Valid      |
| 5   | Motivation (Z.5)  | 0,635                       | 0,113   | Valid      |
| 6   | Motivation (Z.6)  | 0,476                       | 0,113   | Valid      |
| 7   | Motivation (Z.7)  | 0,749                       | 0,113   | Valid      |
| 8   | Motivation (Z.8)  | 0,658                       | 0,113   | Valid      |
| 9   | Motivation (Z.9)  | 0,461                       | 0,113   | Valid      |
| 10  | Motivation (Z.10) | 0,499                       | 0,113   | Valid      |
| 11  | Motivation (Z.11) | 0,803                       | 0,113   | Valid      |
| 12  | Motivation (Z.12) | 0,732                       | 0,113   | Valid      |
| 13  | Motivation (Z.13) | 0,751                       | 0,113   | Valid      |
| 14  | Motivation (Z.14) | 0,604                       | 0,113   | Valid      |
| 15  | Motivation (Z.15) | 0,773                       | 0,113   | Valid      |

Source: Primary data processing, 2022

Table 4 shows that the statement regarding the leadership variable based on data analysis is valid, this is because the overall *Pearson correlation* > 0.3.

The results of the reliability test of all question items in this study will use the Cronbach's Alpha formula (Cronbach's Alpha Coefficient). An instrument is declared reliable if it has a Cronbach's Alpha > 0.6 (Ghozali, 2018).

**Table 6.** Recapitulation of Reliability Testing

| No. | Variable                 | <i>Cronbach's Alpha</i> | <i>Alpha</i> | Conclusion |
|-----|--------------------------|-------------------------|--------------|------------|
| 1   | Leadership (X1)          | 0,972                   | > 0.6        | Reliable   |
| 2   | Work Environment (X2)    | 0,930                   | > 0.6        | Reliable   |
| 3   | Motivation (Z)           | 0,872                   | > 0.6        | Reliable   |
| 4   | Employee Performance (Y) | 0,942                   | > 0.6        | Reliable   |

Source: Primary data processing, 2022

Based on Table 6 above, it can be seen that this questionnaire has reliability in research, this is because Cronbach's alpha for all variables is > 0.6.

The results of normality testing using the Kolmogorov-Smirnov (KS) test in this study can be seen in the following table.

**Table 7.** Normality Test Results

| No. | Regression Model |               | Regression Model | Regression Model | Regression Model |
|-----|------------------|---------------|------------------|------------------|------------------|
| 1.  | First            | X1, X2 → Z    | 1,486            | 0,188            | Normal           |
| 2.  | Second           | X1, X2, Z → Y | 2,182            | 0,285            | Normal           |

Source: Primary data processing, 2022

Test results using *Variance Inflation Factor* (VIF) and with a *tolerance* > 0.10, and a VIF value < 10 in this study can be seen in the table below.

**Table 8.** Multicollinearity Test Results

| No. | Regression Model |               | Variable            | <i>Tolerance</i> | VIF   | Information                   |
|-----|------------------|---------------|---------------------|------------------|-------|-------------------------------|
| 1.  | First            | X1, X2 → Z    | Leadership          | 0,382            | 2,620 | Non-Multicollinearity Testing |
|     |                  |               | Work Environment    | 0,382            | 2,620 | Non-Multicollinearity Testing |
| 2.  | Second           | X1, X2, Z → Y | Leadership          | 0,362            | 2,759 | Multicollinearity Testing     |
|     |                  |               | Work Environment    | 0,308            | 3,247 | Non-Multicollinearity Testing |
|     |                  |               | Employee Motivation | 0,449            | 2,229 | Non-Multicollinearity Testing |

Source: Primary data processing, 2022

From Table 8 above, the results of the multicollinearity test can be seen and concluded that the processed data is non-multicollinearity data.

The results of heteroscedasticity testing using the Glejser method are significant numbers exceeding 0.05. Heteroscedasticity testing in this study can be seen in the following table.

**Table 9.** Heteroscedasticity Test Results

| No. | Regression Model |               | Regression Model | Regression Model | Regression Model       |
|-----|------------------|---------------|------------------|------------------|------------------------|
| 1.  | First Model      | X1, X2 → Z    | Leadership       | 0,067            | Non Heteroscedasticity |
|     |                  |               | Work Environment | 0,035            | Heteroscedasticity     |
| 2.  | Second Model     | X1, X2, Z → Y | Leadership       | 0,122            | Non Heteroscedasticity |
|     |                  |               | Work Environment | 0,007            | Heteroscedasticity     |

| No. | Regression Model |  | Regression Model    | Regression Model | Regression Model       |
|-----|------------------|--|---------------------|------------------|------------------------|
|     |                  |  | Employee Motivation | 0,168            | Non Heteroscedasticity |

Source: Primary data processing, 2022

Based on Table 9, it can be seen that in the first regression model, leadership is non-heteroscedastic, while the work environment is heteroscedastic. In the second regression model, the leadership and motivation of employees are non-heteroscedastic, while the work environment is heteroscedasticity.

Multiple linear regression analysis with this first model to explain research hypotheses number one, and two. This analysis was conducted to determine the influence of leadership and work environment either partially or simultaneously in the first model. Detailed explanation as follows.

**Table 10.** Recapitulation of Multiple Linear Regression Leadership and Work Environment on Employee Motivation in the First Model

| Variable                                | Variable | Variable | Variable | Variable | Variable    |
|-----------------------------------------|----------|----------|----------|----------|-------------|
| Leadership                              | 0,130    | 0,249    | 3,841    | 0,00     | Significant |
| Work Environment                        | 0,400    | 0,530    | 8,171    | 0,00     | Significant |
| Constanta: 33,285                       |          |          |          |          |             |
| F Count: 171.468                        |          |          |          |          |             |
| Sig.: 0,00                              |          |          |          |          |             |
| Adjusted R Square: 0.548                |          |          |          |          |             |
| Dependent Variable: Employee Motivation |          |          |          |          |             |

Source: Primary data processing, 2022

Based on Table 10, the results of the multiple linear regression equation of leadership and work environment on motivation in the first model are as follows.

$$Z = 33.285 + 0.130X_1 + 0.400X_2$$

The details of the coefficients of each regression are explained in the description below.

1. Kontanta = 33,285

Constants of 33,285 have the understanding that Leadership (X1) and Work Environment (X2) are fixed, then Employee Motivation (Z) PT. Lezax Nesia Jaya will be 33,285.

2. Leadership regression coefficient (X1) on Employee Motivation (Z) = 0.130. This regression coefficient has a positive direction of influence. Leadership (X1) increases, then Employee Motivation (Z) PT. Lezax Nesia Jaya will increase and vice versa, assuming other variables increase.
3. Regression coefficient of Work Environment on Employee Motivation = 0.400

This regression coefficient has a positive direction of influence. Work Environment (X2) increases, then Employee Motivation (Z) PT. Lezax Nesia Jaya increases, assuming other variables increase.

Based on Table 10, the results of the t-test of the first model in this study are explained as follows.



1. Testing the Effect of Leadership (X1) on Employee Motivation of PT. Lezax Nesia Jaya (Z)

Based on Table 10, the test results on Leadership (X1) on Employee Motivation obtained a significance (sig-t) of 0.000, so it can be concluded that Leadership (X1) on Employee Motivation of PT. Lezax Nesia Jaya (Z) can be supported.

2. Testing the Effect of Work Environment (X2) on Employee Motivation of PT. Lezax Nesia Jaya (Z)

Based on Table 4.20 obtained a significance (sig-t) of 0.000. The significance of 0.00 < 0.05 then H2 can be accepted, so it can be concluded that the Work Environment (X2) Against Employee Motivation of PT. Lezax Nesia Jaya (Z) can be supported.

In the F Test Based on Table 10, the probability of 0.00 < 0.05 and F count = 171.468 is obtained. Based on this, the probability value of F-count (0.000) < *Level of Significant* (0.05), so it can be concluded that the variables of Leadership (X1) and Work Environment (X2) simultaneously affect Employee Motivation at PT. Lezax Nesia Jaya (Z).

Based on Table 10, it can be seen that the probability of *Adjusted R Square* 0.548. This test R<sup>2</sup> has the meaning, Leadership (X1) and Work Environment (X2) on Employee Motivation at PT. Lezax Nesia Jaya (Z) was 54.8%, from 100% - 54.8% = 46.2%. Then the motivation of employees of PT. Lezax Nesia Jaya (Z) is influenced by other variables outside the first multiple linear regression model.

Multiple linear regression analysis with this second model is used to explain the research hypothesis regarding the influence of Leadership (X1), Work Environment (X2), Employee Motivation (Z) and Employee Performance (Y) partially or simultaneously between variables. Detailed explanation below.

**Table 11.** Recapitulation of Leadership Test Results (X1), Work Environment (X2), Employee Motivation (Z) and Employee Performance (Y) In the Second Model

| Research Variables                       | <i>Unstandardized Coefficients B</i> | <i>Standardized Coefficients Beta</i> | T Calculate | Sig.  | Description  |
|------------------------------------------|--------------------------------------|---------------------------------------|-------------|-------|--------------|
| Leadership                               | -0,025                               | -0,032                                | -0,539      | 0,590 | No Influence |
| Work Environment (X2)                    | 0,907                                | 0,803                                 | 12,381      | 0,000 | Significant  |
| Employee Motivation (Z)                  | 0,045                                | 0,030                                 | 0,565       | 0,572 | No Influence |
| Konstanta: 8,189                         |                                      |                                       |             |       |              |
| F Count: 26,323                          |                                      |                                       |             |       |              |
| Sig.: 0,000                              |                                      |                                       |             |       |              |
| <i>Adjusted R Square</i> : 0,213         |                                      |                                       |             |       |              |
| Dependent Variable: Employee_Performance |                                      |                                       |             |       |              |

Source: Primary data processing, 2022

Based on Table 11, the results of the multiple linear regression equation in the second model are as follows.

$$Y = 8.189 + -0.025X_1 + 0.907X_2 + 0.045Z$$

Details of the coefficients of each regression are explained in the description below.

1. Kontanta =

8.189 Constants amounting to 8.189 means that the value of the Employee Performance variable (Y) is 8.189 if this variable is not influenced by the independent variable.

2. Leadership regression coefficient (X1) = -0.025  
This regression coefficient has a negative direction of influence. At the time of increasing 1 unit in Leadership (X1), it will decrease the value of the Leadership variable (X1) by -0.025 units.
3. Work Environment regression coefficient (X2) = 0.907  
This regression coefficient has a positive direction of influence. If there is an increase of 1 unit in the Work Environment (X2), it will increase the value of the Work Environment variable (X2) by 0.907 units.
4. Employee Motivation Regression coefficient (Z) = 0.045  
This regression coefficient has a positive direction of influence. If there is an increase of 1 unit in the Work Environment (X2), it will increase the value of the Work Environment variable (X2) by 0.045 units.

Based on Table 11, the results of the t-test of the second model in this study are explained as follows.

1. Testing the Effect of Leadership (X1) on Employee Performance of PT. Lezax Nesia Jaya (Y)  
The test results on Leadership (X1) on Employee Performance (Y) obtained a significance (sig-t) of 0.590, so it can be concluded that Leadership (X1) on Employee Performance PT. Lezax Nesia Jaya (Y) is not supported.
2. Testing the Effect of the Work Environment (X2) on the Performance of Employees of PT. Lezax Nesia Jaya (Y)  
The test results on the Work Environment (X2) on Employee Performance (Y) obtained a significance (sig-t) of 0.000, so it can be concluded that the Work Environment (X2) on the Employee Performance of PT. Lezax Nesia Jaya (Y) can be supported.
3. Testing the Effect of Employee Motivation (Z) on Employee Performance of PT. Lezax Nesia Jaya (Y)

The test results on Employee Motivation (Z) on Employee Performance (Y) obtained a significance (sig-t) of 0.045. The significance of  $0.572 > 0.05$  then H5 can be accepted, so it can be formulated that Employee Motivation (Z) on Employee Performance PT. Lezax Nesia Jaya (Y) is not supported.

The results of this research path analysis are as follows.

**Table 12.** Path Coefficient

| No. | Influence of Variables                                                            | Direct | Effects Indirect | Effects Total Influence |
|-----|-----------------------------------------------------------------------------------|--------|------------------|-------------------------|
| 1.  | Leadership (X1) on Employee Motivation (Z)                                        | 0,249  | -                | 0,249                   |
| 2.  | Work Environment (X2) On Employee Motivation (Z)                                  | 0,907  | -                | 0,907                   |
| 3.  | Leadership (X1) Towards Employee Performance (Y)                                  | -0,032 | -                | -0,032                  |
| 4.  | Work Environment (X2) To Employee Performance (Y)                                 | 0,803  | -                | 0,803                   |
| 5.  | Motivation (Z) To Employee Performance (Y)                                        | 0,030  | -                | 0,030                   |
| 6.  | Leadership (X1) Toward Employee Performance (Y) Through Employee Motivation (Z)   | -0,032 | -0,001           | -0,033                  |
| 7.  | Work Environment (X2) To Employee Performance (Y) Through Employee Motivation (Z) | 0,803  | 0,024            | 0,827                   |

Source: Primary data processing, 2022

Based on Table 12, the direct influence of Leadership (X1) on Employee Performance (Y) is -0.032, while the indirect effect of Leadership (X1) on Employee Performance (Y) through Employee Motivation (Z) is - 0.001. The minus value in this study shows the coefficient of influence (Priyatno, 2018). This also means that employee motivation (Z) cannot be an intervening variable to increase the influence of leadership (X1) on employee performance (Y). It can be formulated that "Leadership affects employee performance through employee motivation", is not supported in this study.

Based on the results of data analysis, it is known that the direct effect of the Work Environment (X2) on Employee Performance (Y) is 0.803 while the indirect effect of the Work Environment (X2) on Employee Performance (Y) through Employee Motivation (Z) is 0.024. This means that employee motivation (Z) has not been able to become intervening increase the influence of the work environment (X2) on employee performance (Y). It can be formulated that "The work environment affects employee performance through motivation" is not supported in this study.

## V. Conclusion

Based on the research data that has been processed and analyzed, the following conclusions can be formulated.

1. Leadership (X1) has a positive and significant effect on Employee Motivation (Z).
2. The work environment (X2) has a positive and significant effect on employee motivation (Z).
3. Leadership (X1) has no effect on Employee Performance (Y).
4. Work Environment (X2) has a positive and significant effect on Employee Performance (Y).
5. Employee Motivation (Z) has no effect on Employee Performance (Y).
6. Leadership (X1) has no effect on Employee Performance (Y) through Employee Motivation (Z).
7. Work Environment (X2) has no effect on Employee Performance (Y) through Employee Motivation (Z).

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