

THE INFLUENCE OF LEADERSHIP STYLE, WORK ENVIRONMENT AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE WITH WORK MOTIVATION AS AN INTERVENING VARIABLE AT THE SECRETARIAT OF DPRD RIAU ISLANDS PROVINCE

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Abstract

The purpose of this study was to determine and analyze the effect of leadership style, work environment, work discipline on employee performance with work motivation as an intervening variable. The method used in this study is object observation, data collection using a questionnaire and distributed to 74 respondents. Statistical data analysis used SEM-PLS (Structural Equation Modeling-Partial Least Square) and used paths to examine patterns of relationships that reveal the influence of variables on other variables, both direct and indirect effects assisted by Smart PLS Ver 3.0 software. The results of the research in this study show that leadership style has a direct positive and significant effect on employee performance with a p-value of $0.024 < 0.05$.

Keywords: *Leadership Style, Work Environment, Work Discipline, Work Motivation, Work Discipline*

1. INTRODUCTION

1.1 Background

Human resources are very important for the organization, because human resources support the formation and running of the organization in accordance with the goals to be achieved. Without human resources, it will be difficult for an organization to achieve its goals properly. Therefore, in an organization it is in dire need of human resources in order to create good work efficiency in the organization.

Issues related to human resources in organizations demand attention, because no matter how sophisticated the technology used in an organization and no matter how big the capital of the organization, employees or employees in the organization or agency are ultimately the ones running it. This shows that without the support of good quality employees in carrying out their duties, organizational success is not achieved and the contribution of employees to an organization will determine the progress or decline of an organization.

Performance appraisal is a method of comparing various jobs, using formal and systematic procedures, to determine a series of job levels by determining the location and proportion of one job to another. The results of this performance appraisal are called performance and can be used as a basis for providing a fair wage system. The term "occupation" has many interpretations and needs to be defined carefully for clarity and precision (Poltak, 2012). According to Fahmi (2014), performance appraisal is an assessment of company management, including employees and managers who have worked. Performance appraisal is the process of evaluating an employee's job performance against a set of criteria and then communicating that information.

Leadership is the ability to influence a group towards achieving goals (Suwatno & Doni 2013). Leadership is creating ways for people to contribute to making something extraordinary happen. Suwatno & Doni (2013) argued that leadership is an act of motivating other people or causing other people to perform certain tasks with the aim of achieving specific goals. Meanwhile, Suwatno & Doni (2013) argue that leadership is a matter of intelligence, trustworthiness, gentleness, courage, and firmness. The ability to provide constructive influence on others to make a cooperative effort to achieve the goals that have been planned. Suwatno & Doni (2013) stated that leadership is a role and also a process to influence other people.

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1.2. Formulation of the Problem

Based on the background of the problems above, it can be formulated several problems in this study as follows:

1. Does leadership style have a direct positive effect on employee performance in the Regional People's Legislative Assembly (DPRD) of the Riau Archipelago Province?
2. Does the work environment have a positive direct effect on employee performance at the Regional People's Representative Council (DPRD) of the Riau Islands Province?
3. Does work discipline matter directly positive on the performance of employees in the Regional People's Legislative Council (DPRD) of the Riau Archipelago Province?
4. Does work motivation have an effect directly positive on the performance of employees in the Regional People's Legislative Council (DPRD) of the Riau Archipelago Province?
5. Does leadership style have a direct positive effect on work motivation in the Regional People's Legislative Assembly (DPRD) of the Riau Archipelago Province?

1.3. Research Objectives

Based on the formulation of the problem, the objectives to be achieved through this research are as follows:

1. To find out whether leadership style has a direct positive effect on employee performance in the Regional People's Representative Council (DPRD) of the Riau Islands Province?
2. To find out whether the work environment has a direct positive effect on employee performance at the Regional People's Representative Council (DPRD) of the Riau Islands Province?
3. To find out whether work discipline has a direct positive effect on employee performance at the Regional People's Representative Council (DPRD) of the Riau Archipelago Province?
4. To find out whether work motivation has a direct positive effect on employee performance at the Regional People's Representative Council (DPRD) of the Riau Islands Province?
5. To find out whether leadership style has a direct positive effect on work motivation in the Regional People's Representative Council (DPRD) of the Riau Islands Province?

2. RESEARCH METHOD

In this research, the researcher used the respondent's data such as gender, work class, age and education of the lagged respondents to provide information about the characteristics of the respondents. In this research, the writer took the object of research at the Secretariat of the Regional Representative Council of the Republic of Indonesia (DPRD) of the Riau Islands Province which is located on Domplak Island, Kotla Tlanjungpinang. 74. The analysis of this blank is a result of the results of the study to obtain a clear questionnaire that covers the five main variables in this research, namely leadership, work environment, work discipline, work motivation and performance. Statistical analysis using parametric and non-parametric statistical analysis using SEM-PLS (structural equation Modeling-Partial Least Square) regarding research variables, instrument tests, analytical tests, hypothesis testing, and analysis of the results of hypothesis testing in Path Analysis Pathways. This study uses path analysis (path analysis) to examine linkage patterns that reveal variable-label influences as well as variable-label clusters on other variables, both direct and indirect influencers. The calculation of the road coefficient in this research was assisted by Smlart PLS Ver 3.3.3. as well as analysis of the results of hypothesis testing in the Pathway Analysis Platform. This study uses path analysis (path analysis) to examine linkage patterns that reveal variable-label influences as well as variable-label clusters on other variables, both direct and indirect influencers. The calculation of the road coefficient in this research was assisted by Smlart PLS Ver 3.3.3. as well as analysis of the results of hypothesis testing in the Pathway Analysis Platform. This study uses path analysis (path analysis) to examine linkage patterns that reveal variable-label influences as well as variable-label clusters on other variables,

both direct and indirect influencers. The calculation of the road coefficient in this research was assisted by Smlart PLS Ver 3.3.3.

3. RESULTS AND DISCUSSION

3.1. Internal Consistency Analysis

Internal consistency analysis is a form of reliability that is used to assess the consistency of results across items in a test that is successful. The internal consistency test uses the reliability value of the composite with the criterion variable variable classified as reliable if the composite reliability value is > 0.7 (Hlair, Hult, Ringle, Slartedt: 2014).

Internal Consistency Analysis

Variable	Cronbach's Alpha	rho_A	Composite reliability	Average Variances Extracted (AVE)
X1	0.968	0.970	0.972	0.711
X2	0.964	0.966	0.969	0.759
X3	0.974	0.975	0.977	0.809
Y	0.971	0.973	0.975	0.797
Z	0.969	0.971	0.973	0.783

Based on the analysis of the internal consistency of the dilated label, it was obtained that the variable reliability of leadership (X1) had a composite reliability value of $0.972 > 0.7$, while the variable reliability of leadership (X1) was reliable, then the work environment variable (X2) had a composite reliability value of $> 0.96 > 0.7$ mL work environment variable (X2) is reliable, work discipline variable (X3) has a composite reliability value of $0.977 > 0.7$ mL work discipline variable (X3) is reliable, work motivation variable (Z) has a composite reliability value of $0.973 > 0.7$ mL of work motivation (Z) is reliable and performance (Y) has a composite reliability value of $0.975 > 0.7$ mL of performance (Y) is reliable.

3.2. Convergent Validity

	x1	x2	x3	Y	Z
X1.1		.892			
X1.10		.769			
X1.11		.886			
X1.12		.847			
X1.13		.857			
X1.14		.854			
X1.2		.855			
X1.3		.826			
X1.4		.857			
X1.5		.725			
X1.6		.889			
X1.7		.842			
X1.8		.793			
X1.9		.892			
X2.1			.921		
X2.10			.875		
X2.2			.824		
X2.3			.858		
X2.4			.874		
X2.5			.896		
X2.6			.926		
X2.7			.853		
X2.8			.752		
X2.9			.918		
X3.1				.940	
X3.10				.880	
X3.2				.870	
X3.3				.934	
X3.4				.856	
X3.5				.926	
X3.6				.853	
X3.7				.929	
X3.8				.931	
X3.9				.869	
Y.1					.937
Y.10					.869
Y.2					.856
Y.3					.948
Y.4					.868
Y.5					.942
Y.6					.936
Y.7					.869
Y.8					.748
Y.9					.934
Z.1					.908
Z.10					.919
Z.2					.918
Z.3					.919
Z.4					.919
Z.5					.915
Z.6					.803
Z.7					.810
Z.8					.912
Z.9					.912

Based on the table above, it can be seen that the outer loading values for the variables of

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leadership style (X1), work environment (X2), work discipline (X3), work motivation (Z) and performance (Y) where the values of all question items on the 5 variables. If the test is greater than 0.7 then all indicators at 5 will be labeled valid.

3.3. Discriminant Validity

Cross Loadings

	X1	X2	X3	Y	Z	
X1.1		0,892	0,921	0,867	0,937	0,895
X1.10		0,769	0,749	0,607	0,697	0,744
X1.11		0,886	0,878	0,940	0,896	0,852
X1.12		0,847	0,782	0,870	0,778	0,800
X1.13		0,857	0,797	0,868	0,794	0,813
X1.14		0,854	0,794	0,799	0,757	0,788
X1.2		0,855	0,824	0,727	0,787	0,816
X1.3		0,826	0,838	0,779	0,841	0,815
X1.4		0,857	0,845	0,722	0,809	0,839
X1.5		0,725	0,717	0,643	0,706	0,678
X1.6		0,889	0,920	0,879	0,936	0,899
X1.7		0,842	0,857	0,845	0,854	0,816
X1.8		0,793	0,749	0,798	0,764	0,781
X1.9		0,892	0,924	0,888	0,920	0,899
X2.1		0,892	0,921	0,867	0,937	0,895
X2.10		0,872	0,875	0,777	0,869	0,907
X2.2		0,855	0,824	0,727	0,787	0,816
X2.3		0,807	0,858	0,759	0,824	0,803
X2.4		0,869	0,874	0,780	0,868	0,901
X2.5		0,873	0,896	0,793	0,859	0,833
X2.6		0,887	0,926	0,862	0,922	0,899
X2.7		0,845	0,853	0,861	0,869	0,818
X2.8		0,790	0,752	0,782	0,748	0,780
X2.9		0,895	0,918	0,904	0,934	0,900
X3.1		0,886	0,878	0,940	0,896	0,852
X3.10		0,786	0,767	0,880	0,786	0,734
X3.2		0,847	0,782	0,870	0,778	0,800
X3.3		0,862	0,845	0,934	0,863	0,809
X3.4		0,832	0,772	0,856	0,769	0,790
X3.5		0,893	0,904	0,926	0,921	0,878
X3.6		0,857	0,824	0,853	0,820	0,852
X3.7		0,892	0,903	0,929	0,920	0,882
X3.8		0,864	0,861	0,931	0,880	0,836
X3.9		0,873	0,830	0,869	0,826	0,860
Y.1		0,892	0,921	0,867	0,937	0,895
Y.10		0,872	0,875	0,777	0,869	0,907
Y.2		0,875	0,862	0,795	0,856	0,888
Y.3		0,898	0,932	0,886	0,948	0,909
Y.4		0,869	0,874	0,780	0,868	0,901
Y.5		0,893	0,926	0,877	0,942	0,905
Y.6		0,889	0,920	0,879	0,936	0,899
Y.7		0,845	0,853	0,861	0,869	0,818
Y.8		0,790	0,752	0,782	0,748	0,780
Y.9		0,895	0,918	0,904	0,934	0,900
Z.1		0,872	0,875	0,774	0,869	0,908
Z.10		0,900	0,888	0,834	0,882	0,919
Z.2		0,915	0,939	0,913	0,955	0,918
Z.3		0,912	0,939	0,909	0,956	0,919
Z.4		0,909	0,937	0,900	0,953	0,919
Z.5		0,758	0,791	0,727	0,787	0,815
Z.6		0,753	0,756	0,678	0,766	0,803
Z.7		0,750	0,782	0,716	0,779	0,810
Z.8		0,904	0,883	0,848	0,877	0,912
Z.9		0,897	0,882	0,834	0,876	0,912

Dlari table dilatlas diplat seen blawla again loading indicators on constructs > cross loading. Because originally the locating value indicator for the construct is > cross loading, then

this model has fulfilled the discriminant valuation syllabus.

3.4. Collinearity (Colinearity / Variance Inflation Factor / VIF)

Ladlallah collinearity testing is to prove the correlation between the long-label llaten latlau construct of the lalaklah toadstool latlau not. If there is a strong correlation correlation, it means that the model contains, alas, if it is interpreted from a methodological point of view, then it has a certain standard of estimation of its statistical significance. This is called collinearity (collinearity). The value used to analyze it is ladlallah by looking at the value of the Volatility Inflation Factor (VIF) (Hlair, Hult, Ringle, Slartedt: 2014; Glarson, 2016).

If the VIF value is more than 5.00, it means that there is no cholinearity, and vice versa, there is no low cholinearity if the VIF value is < 5.00 (Hlair, Hult, Ringle, Slartedt: 2014).

Collinearity

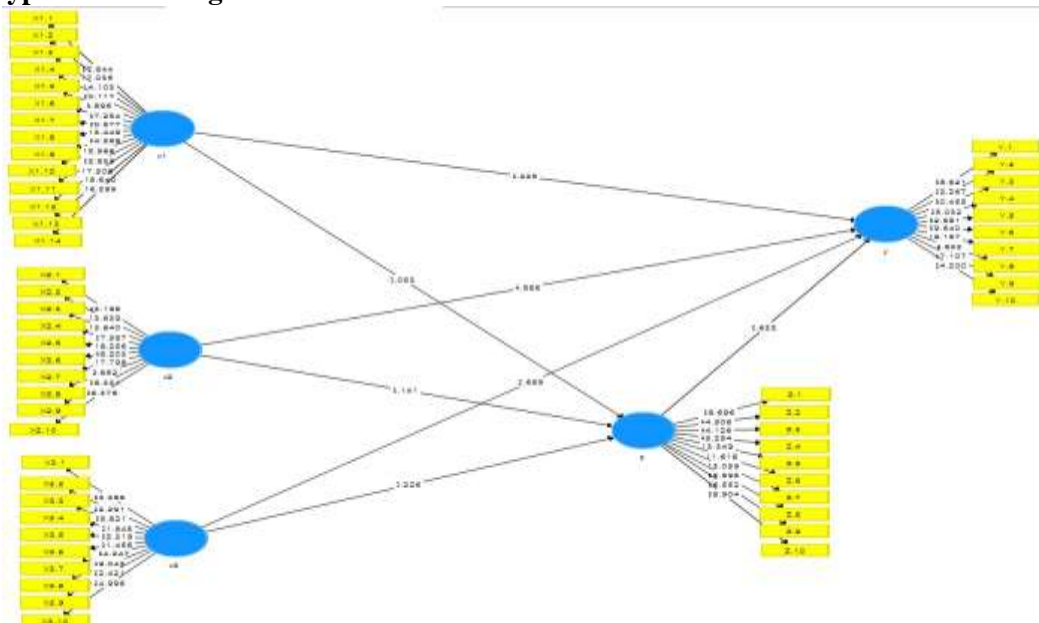
Variable	X1	X2	X3	Z	Y
X1				57,985	58,004
X2				37,954	63,725
X3				12,274	12,338
Z				57,985	30,729
Y					

Dlari dlatla in latlas dlaplat is described as follows:

- VIF for the correlation between leadership (X1) and performance (Y) ladlallah $58.0004 > 5.00$ (it happens that it's good to be cholinearity)
- VIF for the correlation of work environment (X2) with performance (Y) is $63.725 > 5.00$ it happens, it's good to have cholinearity)
- VIF for the correlation of work discipline (X3) with performance (Y) ladlallah $12.338 > 5.00$ (it happens that there is no collinearity)
- VIF for the correlation of work motivation (Z) with performance (Y) ladlallah $30.729 > 5.00$ it happens mlaslallah cholinearity)

With that, run dlatla –in this case the structural model is classified as collinearity.

3.5. Hypothesis Testing



4. CONCLUSION

The results of the analysis and analysis in the analysis and testing of the hypothesis, then it

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can be concluded as follows:

1. The direct influence of the variable variable of leadership (X1) on performance (Y) has a path coefficient of 2.267 (positive), then an increase in the value of the variable variable of leadership (X1) is then followed by an increase in the variable of performance (Y). The variable influence of X1 on performance (Y) has a P-Value of 0.024 <0.05 so that the variable influence on performance (Y) is significant.
2. The direct influence of work environment variables (X2) on performance (Y) has a path coefficient of 5.265 (positive), then an increase in the value of work environment variables (X2) is then followed by an increase in performance variables (Y). The variable influence of the work environment (X2) on performance (Y) has a P-Value of 0.000 <0.05, so that the effect of the variable labeled on the work environment (X2) on performance (Y) is significant.
3. The direct influence of the variable work discipline label (X3) on performance (Y) has a path coefficient of 2.378 (positive), then the increase in the value of the variable work discipline label (X3) is then followed by an increase in the variable performance variable (Y). The variable influence of work discipline (X3) on performance (Y) has a P-Value of 0.018 <0.05, so that the variable is highlighted if the influence of work discipline (X3) on performance (Y) is significant.
4. The direct influence of work motivation variable (Z) on performance (Y) has a path coefficient of 2.639 (positive), then an increase in the value of work motivation variable (Z) is then followed by an increase in performance variable (Y). The variable influence of work motivation (Z) on performance (Y) has a P-Value of 0.009 < 0.05, so that the variable label is highlighted if the influence of work motivation (Z) on performance (Y) is significant.
5. The direct effect of the variable variable of leadership (X1) on work motivation (Z) has a path coefficient of 0.054 (positive), then the increase in the variable value of the variable of leadership (X1) is followed by an increase in the variable of work motivation (Z). The variable influence of leadership glamor (X1) on work motivation (Z) has a P-Value of 0.957 > 0.05, so that the variable influence of job motivation (Z) is not significant.

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