ISSN (print) : 2598-9545 & ISSN (online) : 2599-171X

The Influence Of Motivation And The Work Environment Mediated By Leadership Style On Employee Performance

Bintang Narpati[1]; Milda Handayani[2]
[1-2]Universitas Bhayangkara Jakarta Raya, Email : milda.handayani@dsn.ubharajaya.ac.id

ARTICLES INFORMATION ***ABSTRACT***

JURNAL ILMIAH MANAJEMEN FORKAMMA

Vol.9, No.3, Juli 2026
Halaman **: 208 - 215**

ISSN (*online*) : 2599-171X
ISSN (*print*) : 2598-9545

Keyword :
Work Motivation; , Leadership Style; Work Environment; Employee Performance

JEL. classification : M31

Permalink:
DOI: 10.32493/frkm.v9i3.59189

Article info :
Received : April 2026
Revised : Mei 2026
Accepted : Juni 2026

Licenses :

http://creativecommons.org/licenses/by/4.0/

Contact Author :
© LPPM & PRODI MM UNPAM
JL.Surya Kencana No.1 Pamulang Tangerang Selatan – Banten
Telp. (021) 7412566, Fax (021) 7412491
e-mail : forkamma@unpam.ac.id

Abstract. *This study aims to analyze the influence of work motivation, leadership style, and work environment on the performance of employees of PT. Partechin, with leadership style as a mediation variable. The study used a quantitative approach through the distribution of questionnaires to 99 respondents, then analyzed by multiple linear regression. The results show that work motivation has a positive and significant effect on employee performance, while the work environment does not have a direct effect on performance, but affects indirectly through leadership style. Leadership style has been proven to be a mediating factor that strengthens the influence of motivation and work environment on performance. Simultaneously, all three variables make a significant contribution to improving employee performance. These findings confirm that individual motivation, effective leadership, and a conducive work environment are important factors in supporting the achievement of company goals. This study also revealed limitations in the form of dependence on respondents' honesty in filling out questionnaires and time constraints in data collection. Therefore, further research is recommended to add other variables such as career development, work stress, and work engagement, and use a mixed-method method to make the results more comprehensive.*

A. INTRODUCTION

Work motivation is an important factor for companies and employees because it is able to encourage increased productivity, work success, and the achievement of organizational goals (Pârjoleanu 2020). In the face of the era of globalization and rapid technological development, organizations are required to have quality human resources (Yeşil 2019) as the main implementers of operational activities. Employees who have high motivation will show work morale, job satisfaction, and a willingness to work optimally for the organization (Varma 2017). On the other hand, low work motivation can cause boredom, decreased work enthusiasm (Marzuki et al. 2024), a less conducive work atmosphere, and reduced employee productivity.

Especially in salespeople or SPGs at PT Partechin, there is a phenomenon of low work motivation that has an impact on achieving sales targets. Sales productivity over the past five months has never reached the target, there is a difference from the target of 39.25%. In addition, leadership styles that tend to be authoritarian and a less conducive work environment (high noise levels and conflicts between employees) further worsen employee performance.

Although many previous studies have shown that motivation, leadership style, and work environment have a positive effect on employee performance, most studies have only examined direct influences without considering the mediating role between variables. This study fills the gap by analyzing how leadership style mediates the influence of motivation and work environment on employee performance, thereby providing a more comprehensive understanding of the relationship between variables.

This research is based on the theory of work motivation (Herzberg's Two-Factor Theory) which emphasizes the importance of intrinsic and extrinsic factors in driving performance (Fauziah et al. 2013), leadership theory (Ohio State Leadership Studies) which highlights the dimension of attention to subordinates and tasks (Schriesheim and Bird 1979), and work environment theory which emphasizes the role of physical and non-physical conditions in supporting productivity (Sengupta 1986). These three theories are the conceptual foundation in explaining the relationship between motivation, leadership style, and work environment to employee performance.

This study uses Herzberg's Two-Factor Theory, which explains that work motivation is influenced by intrinsic factors (motivators: achievements, recognition, responsibility, self-development) and extrinsic factors (hygiene factors: working conditions, company policies, relationships with superiors). At PT. Partechin, SPG's low motivation can be seen from the achievement of sales targets that are not optimal. This shows that motivating factors are not optimal (e.g. lack of recognition of achievements) and hygiene factors are not supportive (noisy work environment and strict store rules). Herzberg's theory is the basis for explaining why motivation has a significant effect on employee performance.

The next theory is Leadership Theory (Ohio State Leadership Studies), emphasizing two dimensions of leadership, namely 1) Initiating structure, namely orientation to tasks, organization, and direction 2) Consideration, namely attention to subordinates, interpersonal relationships, and support. The dominant authoritarian leadership style in PT. Partechin emphasizes initiating structure without consideration. This has an impact on declining employee motivation and job satisfaction. By referring to this theory, research shows that a balanced leadership style can mediate the influence of motivation and the work environment on performance.

The last theory is the Organizational Work Environment Theory emphasizes that the work environment includes physical (lighting, noise, facilities) and non-physical (social relations, communication, work culture) aspects. PT. Partechin faces work environment problems in the form of high noise and conflicts between employees. Based on this theory, unconducive environmental conditions reduce concentration and productivity. However, research has found that the work environment can affect performance indirectly through leadership styles, as leaders play a role in creating a more harmonious work culture.

This study integrates three theories to explain the relationship between variables, namely Motivation (Herzberg) that drives performance directly and through leadership. Leadership (Ohio

State) is the mediator that strengthens the influence of motivation and the work environment on performance and the last is the Work Environment (Organizational Theory) which affects motivation and leadership, which ultimately has an impact on performance.

Thus, this study confirms that employee performance improvement does not only depend on individual motivation, but also on an effective leadership style and conducive work environment.

B. LITERATURE REVIEW

Previous research states that there is a positive influence of Work Motivation on Employee Performance, with work motivation accounting for 51% of the variation in employee performance, as supported by a statistical significance test using a quantitative descriptive approach with multiple linear regression analysis. (Purwanto 2020). The next research is that work motivation significantly affects employee performance, with intrinsic and extrinsic motivations contributing to productivity; evidence from a systematic review of 30 studies. (Fahriana and Sopiah 2022).

H1 : There is Work Motivation that has a positive effect on Employee Performance

According to (Kumala 2023), the work environment has a significant positive influence on employee performance, as evidenced by quantitative studies using simple random sampling and advanced statistical analysis. Research from (Sandi, Jam'an, and Akib 2025) that the Work Environment has a positive effect on Employee Performance, with a significant effect ($R^2 = 0.987$) as found in a study involving 40 employees

H2 : Work Environment has a Positive Effect on Employee Performance.

Leadership style significantly affects work motivation, not the other way around; quantitative study with 37 respondents; strong statistical significance (p-value = 0.000, t-statistic = 8.421) according to (Novita, Zai, and Syafril 2025). Leadership style has a positive and significant effect on employee work motivation, with 55.4% of the variation explained by leadership style; Based on a sample of 30 employees using simple linear regression analysis (Sari, Nurman, and Dipoatmodjo 2025).

H3 : Work Motivation has a positive effect on Leadership Style.

Subsequent research on the work environment had a strong and positive influence on employee performance, with a moderate sample size of 80 employees and using multiple linear regression analysis; however, it did not directly influence leadership style but played an indirect role in shaping organizational culture and engagement (Rachmawan, Sunardi, and Suherman 2025). The work environment has a positive influence on employee performance, which is related to leadership style; quantitative research with multiple linear regression, F-test, and t-test; There is no direct evidence that the work environment influences leadership style (Timoti, Suryaningtyas, and Surjati 2025).

H4 : Work Environment has a positive effect on Leadership Style.

According to . (Kurniawan, Sudibyo, and Septyari, 2025) that leadership style has a positive influence on Employee Performance, which is evidenced by a statistically significant effect (t-test = 7.755, $p < 0.05$) in a study of 38 respondents using a quantitative survey method.

H5 : Leaderhip Style has a positive effect on Employee Performance.

Subsequent research explained that work motivation has a positive impact on employee performance through the mediation of transformational leadership styles, as evidenced by a study involving 67 employees who used SEM (Ekhsan and Setiawan 2021). Work motivation has a positive impact on employee performance and mediates the influence of leadership style, as shown in a quantitative study with 85 respondents (Ahmadlyah, Hasyim, and Nadia 2024).

H6 : Work Motivation berpengaruh positif terhadap Employee Performance melalui mediasi Leadership Style.

Previous research has stated that the work environment has a positive effect on employee performance, mediated by work motivation, not directly by leadership style (Famdan and Hartono 2022). The Work Environment has a positive effect on Employee Performance through the mediation of Work Motivation, with Leadership Style also having a positive impact mediated on

Employee Performance; based on research on 64 respondents using questionnaire data (Henri et al. 2025).

H7 : Work Environment has a positive effect on Employee Performance through Leadership Style mediation.

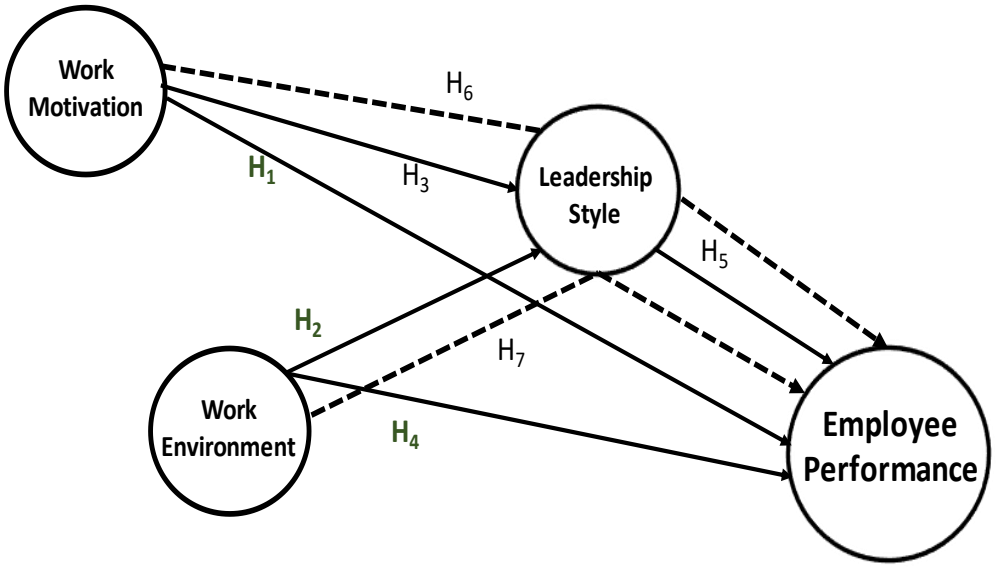
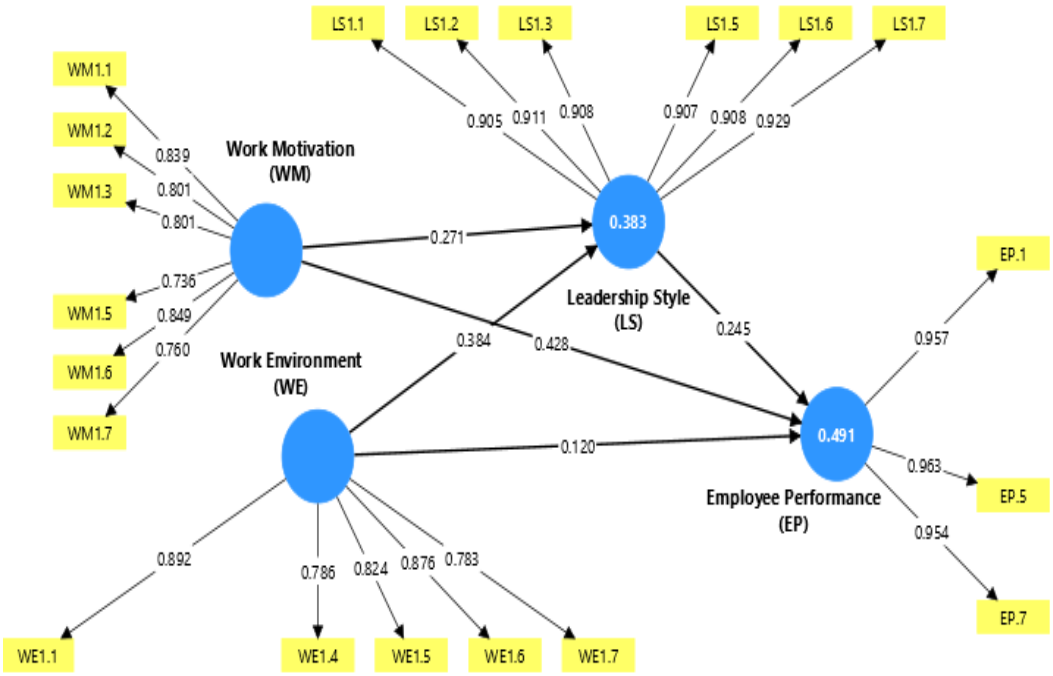


Figure 1. Conceptual Framework

C. RESEARCH METHODOLOGY

Figure 2 below presents a research model that illustrates the relationship between the variables of work motivation, work environment, leadership style, and employee performance, with leadership style as a mediating variable.



Fgure 2. Research Model

The test results are presented in Table 1, which shows the Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) values for each variable. Cronbach's Alpha of all variables is above 0.8 (e.g. Employee Performance = 0.880; Leadership Style = 0.960). This indicates that the question items in the questionnaire are consistent in measuring the same construct. The minimum standard is usually 0.7, so values above that indicate excellent reliability. Composite Reliability is also above 0.8 (e.g. Leadership Style = 0.967). This value reinforces the evidence that the instrument has a high internal consistency. AVE (Average Variance Extracted) of all variables has a value above 0.6 (e.g. Work Motivation = 0.639; Work Environment = 0.696). This value indicates that more than 60% of the variance of the indicator can be explained by the constructed being measured, so that the convergent validity is met.

Thus, the research instrument has proven to be reliable and valid, making it feasible to use it for further analysis in testing the hypotheses that have been formulated.

Table 1. Construct Realibilty dan Validity

Cronbach's Alpha	Composite Relaibility	AVE
Employee Performance (EP)	**0.880**	**0.882 0.748**
Leadership Style (LS)	**0.960**	**0.967 0.831**
Work Motivation (WM)	**0.886**	**0.887 0.639**
Work Environment (WE)	**0.889**	**0.892 0.696**

Table 2. Explaining the influence of each variable, namely Work Motivation on Employee Performance (0.494; p = 0.000) showed a positive and significant influence. This means that the higher the work motivation, the better the employee's performance. Work Motivation to Leadership Style (0.271; p = 0.036) was also significant, indicating that work motivation can encourage leaders to implement a more effective leadership style.

The Leadership Style variable to Employee Performance (0.245; p = 0.008) is significant, so leadership style is proven to be an important factor in improving work quality. The Work Environment variable on Leadership Style (0.384; p = 0.001) was significant, showing that a conducive work environment can encourage leaders to be more adaptive and support subordinates. And the variable Work Environment to Employee Performance (0.214; p = 0.104) was not significant, so the work environment did not directly improve performance without a leadership role.

Table 2. Total Indirect Effects

Variables	Original Sample (O)	T-Statistics	P-Value
LS -> EP	0.245	2.633	0.008
WM -> EP	0.494	4.333	0.000
WM -> LS	0.271	2.100	0.036
WE -> EP	0.214	1.625	0.104
WE -> LS	0.384	3.303	0.001

Thus, the results of Table 2 confirm that work motivation and leadership style have a strong direct influence on performance, while the work environment plays a greater role through the mediation of leadership style.

The R Square (or coefficient of determination) is a statistical measure that shows how much variation from dependent variables (in this case Employee Performance) can be explained by independent variables (Work Motivation, Work Environment, and Leadership Style). The higher the value of the R Square, the stronger the model's ability to explain the relationships between variables.

Table 3. Coefficient of Determination

	R Square	R square adjusted
Employee Performance (EP)	0.491	0.474
Leadership Style (LS)	0.383	0.369

An R-Square value = 0.491 for Employee Performance means that approximately 49.1% of employee performance variations can be explained by work motivation, work environment, and leadership style. The rest (50.9%) were influenced by other factors not studied in this model, such as career development, work stress, or organizational culture. The R-Square value = 0.383 for Leadership Style indicates that 38.3% of the variation in leadership style can be explained by work motivation and work environment, while the rest are influenced by factors outside the model.

D. RESULT AND DISCUSSION

To provide a more systematic picture of hypothesis testing, the following are presented the results of statistical analysis related to the direct and indirect influence of work motivation variables, work environment, and leadership style on employee performance as summarized in

Table 4. Hypothesis Test Result

Hipotesis	Description	Forecast	*nilai-p*	Conclusion
H1	There is an influence of Work Motivation on Employee Performance	0.428	0.000	Supported
H2	There is an influence of Work Environment on Employee Performance	0.120	0.368	Not Supported
H3	There is an influence of Work Motivation on Leadership Style	0.2713	0.000	Supported
H4	There is an influence of Work Environment on Leadership Style	0384	0.001	Supported
H5	There is an influence of Leadership Style on Employee Performance	0.245	0.008	Supported
H6	There is an influence of Work Motivation on Employee Performance mediated by Leaadserhip Style	0.067	0.000	Didukung
H7	There is an influence of Work Environment on Employee Performance mediated by Leadership Style	0.094	0.000	Supported

The explanation from the table above is that H1 (the effect of Work Motivation on Employee Performance) is supported, confirming that work motivation plays an important role in improving performance. H2 (the effect of Work Environment on Employee Performance) is not supported, so the work environment does not have a direct effect on performance without mediation. Hypotheses H3 and H4 are supported, suggesting that motivation and work environment both have an effect on leadership style. H5 (the influence of Leadership Style on Employee Performance) is supported, affirming the role of leadership as a key factor in improving performance. Hypotheses H6 and H7 are supported, proving that both motivation and the work environment can improve performance through the mediation of leadership styles.

Thus, Table 4 provides empirical evidence that reinforces previous findings, that leadership style serves as a mediating variable that bridges the influence of motivation and work environment on employee performance.

E. CONCLUSION AND SUGGESTION

Research on PT. Partechin shows that work motivation has a positive and significant effect on employee performance. The higher the motivation, the better the work achievement. Leadership style plays an important role as a mediating variable. Effective leadership is able to strengthen the influence of motivation and work environment on performance. The work environment does not have a direct effect on performance, but it has an indirect effect through leadership style. Simultaneously, all three variables (motivation, leadership style, and work environment) contribute significantly to improving employee performance.

Research Limitations That the results of the research are highly dependent on the honesty of the respondents in filling out the questionnaire. The data collection process is constrained by the respondents' busyness, so it can affect their concentration in answering. There is a possible difference between theoretical concepts and empirical results, which is influenced by the respondents' level of understanding of the research instrument.

The next research suggestion is to add other variables that have the potential to affect performance, such as career development, work stress, and work engagement. Conduct research on different objects or organizations to reinforce the generalization of findings. Using mixed-method methods (quantitative and qualitative) to make the results more comprehensive, especially in exploring non-statistical factors such as organizational culture and employee perception and paying attention to aspects of the non-physical work environment (social relations, communication, work culture) that can more clearly explain the role of leadership mediation.

DAFTAR PUSTAKA

Ahmadlyah, Ahmadlyah, Hasyim Hasyim, and Lula Nadia. 2024. “The Influence of Leadership Style on Employee Performance through Work Motivation at the Secretariat of Simeulue Regency.” Gema Wiralodra 15(1): 181–93. doi:https://doi.org/10.31943/gw.v15i1.667.

Ekhsan, Muhamad, and I. Setiawan. 2021. “The Role of Motivation Mediation on the Effect of Transformational Leadership Style on Employee Performance.” International Journal of Management Science and Information Technology (IJMSIT) 1(1). doi:https://doi.org/10.35870/IJMSIT.V1I1.232.

Fahriana, Chicha, and Sopiah. 2022. “The Influence of Work Motivation on Employee Performance.” Asian Journal of Economics and Business Management. doi:https://doi.org/10.53402/ajebm.v1i3.237.

Famdan, Famdan, and A. Hartono. 2022. “The Influence of Leadership Style & Environment on Employee Performance With Work Motivation as a Mediation Variable PT. Unilab Perdan.” Journal Research of Social Science Economics and Management 02(3): 301 – 310. doi:https://doi.org/10.59141/jrssem.v2i03.270.

Fauziah, Wan, Wan Fauziah Wan Yusoff, Tan Shen Kian, and Mohammad Talha Mohamed Idris. 2013. “Herzberg’s Two Factors Theory On Work Motivation: Does Its Work For Todays Environment?” https://api.semanticscholar.org/CorpusID:28201830.

Henri, Dwi, Ida Wijiatmoko, Aryati, and Sarsono. 2025. “Leadership and Work Environment Mediated by Work Motivation to Employee Performance at Ar-Risalah Surakarta Foundation.” Al-Kharaj: Jurnal Ekonomi, Keuangan & Bisnis Syariah 7(3): 846–56. doi:https://doi.org/10.47467/alkharaj.v7i3.5830.

Kumala, Fera. 2023. “The Influence of Job Demand and Work Environment on Employee

Performance." Talent: Journal of Economics and Business 01(01). doi:https://doi.org/10.59422/jeb.v1i01.187.

Kurniawan, Angga, Tyagita Dianingtyas Sudibyo, and Epsilandri Septyarini. 2025. "The Influence of Leadership Style on Employee Performance." SAJMR : Southeast Asian Journal of Management and Research 1(2): 128–38. doi:https://doi.org/10.61402/sajmr.v2i4.279.

Marzuki, Chaidir, Afrizal, Akmal, and Dedi Sufriadi. 2024. "Work Enthusiasm in Supporting Employee Productivity (A Literature Review)." Proceedings of International Conference on Multidiciplinary Research.

Novita, Pretty, Zai, and Rizki Syafril. 2025. "The Influence of Leadership Style on Employee Work Motivation." Journal of Educational Management Research 4(3). doi:https://doi.org/10.61987/jemr.v4i3.1047.

Pârjoleanu, Raluca. 2020. "Work Motivation Efficiency in the Workplace." Postmodern Openings 11(4): 293–309. doi:https://doi.org/10.18662/po/11.4/236.

Purwanto, Kelik. 2020. "Effect of Work Motivation on Employee Performance." International Journal of Management and Business (IJMB) 1(1): 31–36. doi:https://doi.org/10.46643/ijmb.v1i1.6.

Rachmawan, Ade, Didi Sunardi, and Asep Suherman. 2025. "The Effect Of Leadership Style And Work Environment On Employee Performance At The Aerodynamics, Aeroelastics, Aeroacoustics Laboratory (La3-Brin) In The Science And Technology Park Bj Habibie Setu, Tangerang Selatan." International Journal Multidisciplinary Science. https://api.semanticscholar.org/CorpusID:276251887.

Sandi, Alwi, Andi Jam'an, and Muhammad Akib. 2025. "The Influence of Work Environment on Employee Performance at Astra Daihatsu Office, Alauddin Branch Makassar." Economos : Jurnal Ekonomi dan Bisnis 8(2). doi:https://doi.org/10.31850/economos.v8i2.3987.

Sari, Andi Abriani Ayu, Nurman Nurman, and Tenri Sayu Puspitanigsih Dipoatmodjo. 2025. "Pengaruh Gaya Kepemimpinan Terhadap Motivasi Kerja Karyawan Pada PT. Barakah Niaga Semen." Jurnal Riset Manajemen 3(1). doi:https://doi.org/10.54066/jurma.v3i1.2954.

Schriesheim, Chester A, and Barbara J Bird. 1979. "Contributions of the Ohio State Studies to the Field of Leadership." Journal of Management 5: 135–45. doi:https://doi.org/10.1177/014920637900500204.

Sengupta, Jati K. 1986. "Modeling Eco-Behavioral Systems." Mathematical Social Sciences 11: 1–31. doi:https://doi.org/10.1016/0165-4896(86)90002-8.

Timoti, Sealtiel, Dianawati Suryaningtyas, and Endang Surjati. 2025. "Pengaruh Gaya Kepemimpinan Dan Lingkungan Kerja Terhadap Kinerja Karyawan: Studi Kasus BPS Puncak Jaya." Jurnal Riset Mahasiswa Manajemen 12(2). doi:https://doi.org/10.21067/jrmm.v12i2.13007.

Varma, Chandrakant. 2017. "Importance of Employee Motivation & Job Satisfaction For Organizational Performance."

Yeşil, Yeliz. 2019. "Analyzing The Importance Of Human Resources Training Activities In Terms Of Organizations." International Journal of Social Humanities Sciences Research (JSHSR) 6(42): 2368–77. doi:https://doi.org/10.26450/jshsr.1345.