

# Influence of Company Environment and Leadership Style on Employee Performance Through Motivation as Intervening Variable

Puji Riyanto

Student of Magister Management, Perbanas Institute  
Jakarta, Indonesia

**Abstract:-** This study aims to analyze the performance of employees of PT. Madani National Capital Jakarta Branch. This study uses the variables of work environment, leadership style and motivation to analyze the effect on employee performance. This study also uses motivation as an intervening variable to analyze the effect of the level of commitment of outsourcing employees to the company. The population used is 50 employees randomly using a questionnaire method by providing a list of questions directly to the respondents. The data analysis technique in this study uses SEM (Structural Equation Modeling) analysis which is operated through the AMOS 22 program. The results show that the work environment, leadership style and motivation can have a positive effect on employee performance, while the work environment and leadership style can affect employee motivation. . Work environment variables can have a direct influence on employee performance while indirectly work environment variables can have a direct influence on employee performance at PT. Madani National Capital (PNM) Jakarta Branch.

**Keywords:-** Company Environment, Leadership Style, Motivation, and Performance Employee.

## I. INTRODUCTION

The company will always strive to achieve the previously set objectives when carrying out its activities. One of the most important things in achieving the goals of a company is not only focusing on operational funds, technological advances and adequate facilities and infrastructure. However, there are human resources that are very fundamental in their position in a company. Human resources are very important in a company in achieving goals in the future. Therefore, human resources are the most valuable investment and become a strong foundation in the company (Fajrin & Susilo, 2018).

Hasibuan (2016) believes that human resource management is a science and art that regulates the relationship and roles of employees or employees so that they can efficiently and effectively help achieve the goals of the company, employees and society. Therefore, companies need employees who have good and high performance. Because basically, the key to the success or failure of a company lies in the employees of the company itself. Employees who have

higher abilities and competencies and are good at work will be able to provide high performance to the company, so that when the employee leaves the company will experience losses (Josephine & Harjanti, 2017). Employee performance is the result of the quantity and quality of work that the employee has achieved in accordance with the responsibilities assigned to him (Potale & Uhing, 2015). This employee performance can be influenced by several factors that result in the decline and increase in an employee's performance. The first factor is the work environment. The work environment is the installation and general work infrastructure that exists around the employees who are working and can affect the work of the employees (Sutrisno, 2010). According to Ferawati (2017), the work environment has a positive and significant impact on the performance of employees, among which a comfortable work environment and support for fluid work will improve the performance of the employee himself. The results of this study are in line with the research of Prakoso et al. (2014) which states that there is a positive influence between the work environment and employee performance. A good work environment will ensure employee performance so that in the end the company will get a positive attitude and behavior. However, according to Hanafi and Yohana (2017) who argue that the work environment has no effect on employee performance. Another factor that can affect an employee's performance is leadership style. According to Nawawi (2003) leadership style is the behavior or method chosen by the leader that is used to influence the thoughts, behavior and feelings of the attitudes of members of the organization or their subordinates. Leadership style is a key factor, a leader is required to be able to influence employees to be able to work better in order to achieve company goals. therefore the leader is always the focus of evaluation in the description of an assessment of the success of a company (Wahyuni, 2015).

According to Wahyuni (2015) leadership style has a positive and significant influence on employee performance. This shows that the more effective the leadership style of a leader, the better the employee's performance. The results of this study are in line with Nugroho et al. (2016) leadership style and employee performance have a positive and significant influence. However, different results were found by Haryanto (2017) who found that leadership style had no effect on employee performance.

Then there is another factor that can affect the relationship between the work environment and leadership style of employees' performance is motivation. According to Sarwoto (1983) work motivation is something that causes the process of giving work encouragement to subordinates so that they want to work sincerely in achieving organizational goals efficiently. Sutrisno (2010) in achieving an organizational goal, it must be understood the motivation of employees who work in an organization. Therefore, this motivation will determine the behavior of the people who will work or in other words the behavior of an employee will show the motivation of the employee.

According to Ingsiyah, Haribowo and Nurkhayati (2019), the work environment has an influence on motivation. The work environment is a force that can encourage motivation and enthusiasm. The results of this study are in line with Prakoso et al. (2014) which states the same thing that the work environment has a positive influence on motivation. However, different results were found by Samade et al. (2018) where the work environment has no influence on motivation.

On the other hand, leadership style also has an influence on motivation, the results of Pradana's research (2015) which states that leadership style has an influence on motivation, where the better the leadership style of a leader, the higher the motivation of his employees to work. This research is supported by Rahmisyari (2013) who also states that leadership style has a positive influence on motivation. However, different results were found by Hadromi (2017) where leadership style has a negative influence on motivation.

The results of the research above prove that the work environment and leadership style have a relationship and influence on motivation. Therefore, in this study the motivation variable will be used as an intervening variable that will be able to influence the relationship between work environment and leadership style on employee performance. According to Nugroho et al. (2016) the work environment and leadership style will have a greater influence through motivation. This shows that if leadership and the environment are getting better accompanied by high motivation, it will make employee performance improve.

In connection with the phenomena and differences in the results of research on the factors that affect employee performance, therefore researchers are interested in conducting research and choosing PT. National Madani Capital (Persero) as the object of research.

## II. LITERATURE REVIEW

### A. Leadership Style

Leadership style is the behavioral norms that a person adopts when trying to influence the behavior of a person or his subordinates (Thoha, 2010). Leadership has a role as a force that can encourage, coordinate and motivate a company's organization in achieving company goals. Leadership comes from the word leader which means someone who uses authority in directing his subordinates to do some of his work in achieving organizational goals. Leadership is a person's way

of influencing his subordinates to work together in order to achieve organizational goals (Hasibuan, 2011). Leadership style is how a leader carries out his leadership function and how a leader is seen by his subordinates or someone who is observing from the outside.

The leadership set by the manager in the organization will be able to create a harmonious integration and encourage employee enthusiasm to achieve the right target with the target. Because leadership is the backbone of an organization, because without good leadership, it is difficult for an organization to achieve its goals. If a leader tries to influence the behavior of others, then the leader needs a good leadership style (Nisyak & Trijonowati, 2016).

### B. Work Environment

The work environment in an organization plays an important role in attracting management's attention. Although the work environment does not have a direct relationship in the production process, the work environment has an important role in the work motivation of employees who carry out the production process (Komara et al., 2019). According to (Lelebici, 2012), employee performance is determined by the level of the environment in which he works. The working environment is everything about workers, it can affect them to complete the work entrusted to them (Nitisemito, 2008). Sihombing (2004) states that the work environment is factors outside of humans, both physical and non-physical in an organization. Physical factors here include the workplace, work equipment, work space area, and for non-physical factors include the working relationship formed between superiors and subordinates as well as fellow employees. The work environment is one of the factors that can affect the level of employee performance. An employee who works in an environment that can support his work, will find it easier to be productive and optimal in creating performance results, and conversely if an employee is in an environment that is not supportive of doing his job, then the employee will not be able to work optimally so that he will not be able to work optimally. make the employee's performance will decrease (Agusno, 2011).

Based on the above description, it can be concluded that the work environment is very important in an organization. Because this will relate directly to the employees who are working. A good work environment will be able to increase employee motivation, so that employees will work optimally for the company and have good performance for the company.

### C. Motivation

Motivation talks about how to encourage one's work spirit, so that they can work by providing their expertise and abilities optimally in order to achieve organizational goals. According to Koontz (1990), the role of humans is very important in achieving the goals of an organization. To be able to move people to suit what the organization wants, it must be understood the motivation of humans to work in an organization, because this motivation will be able to determine human behavior to work, or in other words a person's behavior is a reflection of that person's motivation. Robbins (1996) motivation is a willingness to expend a high level of effort

towards organizational goals, which is conditioned by that ability to meet an individual's needs. Motivation is important because with motivation, it is expected to make employees want to work hard and be enthusiastic about what is being done to achieve high work productivity. A person's behavior can be stimulated and influenced by desires, needs and satisfaction and goals. Stimuli can arise from within and without, so that this stimulus will create an impetus for a person to carry out activities (Sunyoto, 2012). According to Nawawi (2001), there are two types of motivation found in humans, namely intrinsic and extrinsic motivation. Intrinsic motivation is the driving motivation of work. It comes from the worker as an individual, in the way of being aware of the benefits and the importance of explaining their work. So the external motivation is the motor motivation of the worker as an individual from the outside, which manifests itself in the form of conditions, requiring that the workers perform their work in a pure way.

**D. Employee Performance**

Mangkunegara (2009) defines employee performance as the result of work in quality and quantity, which is achieved by an employee in carrying out his work in accordance with the responsibilities that have been given. In general, employee performance is divided into two, namely individual performance and organizational performance. Individual performance is the result of employee work both in terms of quality and quantity based on predetermined work standards, and for organizational performance is a collection of individual performance and combined performance. According to Gibson et al. (2010) there are several variables that can affect employee performance, namely individual variables, including physical and mental, abilities and skills, background, demographics, age and others. The next variable is the organization, including leadership, resources, rewards. And finally psychological variables, including motivation, personality, attitude and job satisfaction.

**E. Theoretical Framework**

Based on these theory above, it could be described a theoretical framework for these titles as follows:

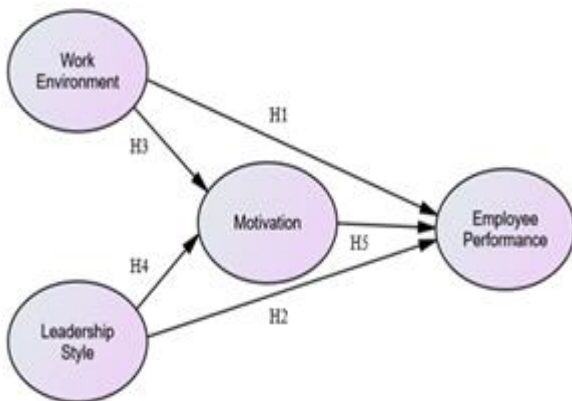


Fig 1: -Theoretical Framework

**F. Hypothesis**

The hypothesis of this cases that could be seen as in follows:

- H1: The work environment has a positive and significant effect on employee performance
- H2: Leadership style has a positive and significant effect on employee performance
- H3: Work environment has a positive and significant effect on motivation
- H4: Leadership style has a positive and significant effect on motivation
- H5: Motivation has a positive and significant effect on employee performance

**III. METHODOLOGY**

This type of research is quantitative research. This study uses corporate environmental variables and leadership and motivation style as intervention variables. This study uses primary data, namely PT. Civil National Capital as the research subject. Where in the use of primary data, is data taken directly by researchers not through a second party. Data collection will be done through a questionnaire that will be distributed to employees of PT. Civil National Capital. The subject of this research is a branch of PT. Permodalan Nasional Madani (Persero) located in Jakarta. The population that will be used in this study are employees who work at PT. Madani National Capital (Persero). The data collected is data that comes from a questionnaire that will be distributed to employees using random sampling method in sampling. To test the hypothesis in this study used structural equation model analysis or better known as SEM (Structural Equation Modeling). One of the computer programs that can be used for SEM analysis is the AMOS (Analysis of Moment Structure) program, which is one of today's sophisticated programs for processing multidimensional and tiered research models.

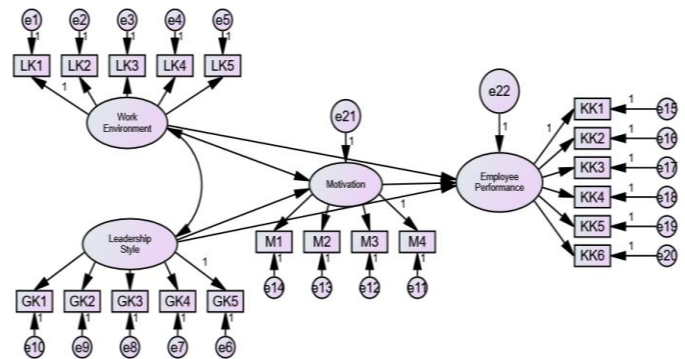


Fig2: - Employee Performance Model

**IV. RESULTS AND DISCUSSIONS**

**A. Validity and Reliability Test**

Based on Table1 it can be seen that all research questionnaire data meet the valid criteria, where the results of the measurement of the validity coefficient of the loading factor value or standardized loading estimates 0.05. Thus, all research indicators can be used as effective data collectors to explore problems that are used as research objects.

TABLE 1. VALIDITY TEST RESULTS

| Indicator                     | Estimate | Information |
|-------------------------------|----------|-------------|
| LK1 <--- Work Environment     | .909     | Valid       |
| LK2 <--- Work Environment     | .933     | Valid       |
| LK3 <--- Work Environment     | .938     | Valid       |
| LK4 <--- Work Environment     | .952     | Valid       |
| LK5 <--- Work Environment     | .941     | Valid       |
| GK1 <--- Leadership Style     | .880     | Valid       |
| GK2 <--- Leadership Style     | .971     | Valid       |
| GK3 <--- Leadership Style     | .911     | Valid       |
| GK4 <--- Leadership Style     | .949     | Valid       |
| GK5 <--- Leadership Style     | .925     | Valid       |
| M1 <--- Motivation            | .837     | Valid       |
| M2 <--- Motivation            | .955     | Valid       |
| M3 <--- Motivation            | .949     | Valid       |
| M4 <--- Motivation            | .928     | Valid       |
| KK1 <--- Employee Performance | .946     | Valid       |
| KK2 <--- Employee Performance | .950     | Valid       |
| KK3 <--- Employee Performance | .973     | Valid       |
| KK4 <--- Employee Performance | .957     | Valid       |
| KK5 <--- Employee Performance | .959     | Valid       |
| KK6 <--- Employee Performance | .961     | Valid       |

Based on table 2 the CR value of each variable shows > 0.6. Thus, all indicators of research variables can be used as effective data collectors to explore problems that are used as research objects.

TABLE 2. RELIABILITY TEST RESULTS

| Variabel         | Construct Reliability (CR) | Information |
|------------------|----------------------------|-------------|
| Work Environment | 0.631                      | Reliabel    |
| Leadership Style | 0.644                      | Reliabel    |
| Motivation       | 0.626                      | Reliabel    |
| Work Environment | 0.719                      | Reliabel    |

G. Hypothesis Test

Analyze the results of SEM model data processing at all stages using conformance testing and statistical testing. The data processing results of the analysis of the complete Structural Equation Modeling (SEM) model are as follows:

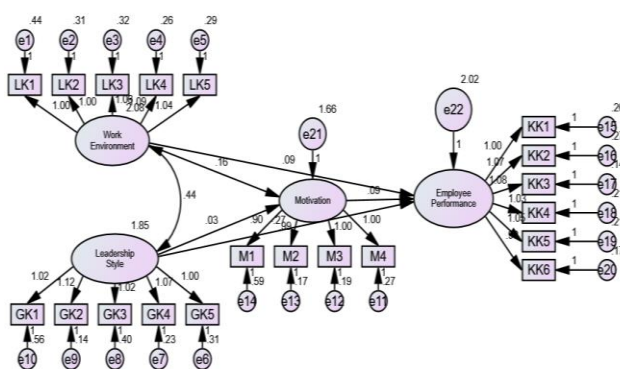


Fig3: - Full Model SEM (Standardized)

The results of the SEM analysis as a hypothesis testing step are as follows:

TABLE 3. HYPOTHESIS TESTING

|  | Estimate | S.E. | C.R.  | P    |
|--|----------|------|-------|------|
| Motivation <--- Work Environment           | .157     | .136 | 3.153 | .024 |
| Motivation <--- Leadership Style           | .027     | .144 | 2.188 | .048 |
| Employee Performance <--- Work Environment | .089     | .152 | 2.584 | .039 |
| Employee Performance <--- Leadership Style | .269     | .159 | 2.696 | .019 |
| Employee Performance <--- Motivation       | .095     | .163 | 4.582 | .036 |

Based on table 3 then the hypothesis test is as follows :  
 H1: The work environment has a positive and significant effect on employee performance

The estimated parameter of the relationship between work environment and employee performance is 0.089. Testing the relationship between the two variables shows the value of C.R = 2.584 with probability = 0.039 (p < 0.05). So it can be concluded that the work environment has a positive effect on employee performance, so the higher the good work environment, the higher the employee's performance. Thus, hypothesis 1 is accepted because there is a positive correlation between the work environment and the performance of employees of PT. Madani National Capital (PNM) Jakarta Branch. This is reinforced by the results of data processing which shows that the probability value of 0.039 has met the requirements of <0.05 and the C.R value of 2.584 has also met the requirements of ± 1.96. A comfortable work environment will be able to increase the level of concentration of employees at work and this condition will also cause the level of employee productivity to increase as well.

The results of the study are in line with Prakoso et al. (2014), Josephine and Harjanti (2017), Ferawati (2017) which states that the work environment has a positive and significant influence on employee performance. The better the work environment that can be felt by employees, the more they will be able to improve the employee's performance. When the company cannot create a good work environment, it will have an impact on the performance of its employees. Work environment.

H2: Leadership style has a positive and significant effect on employee performance

The estimated parameter of the relationship between leadership style and employee performance is 0.269. Testing the relationship between the two variables shows the value of C.R = 2.693 with probability = 0.019 (p < 0.05). So it can be concluded that leadership style has a positive effect on employee performance, so the higher the good leadership style, the higher the employee's performance. Thus hypothesis 2 is accepted because there is a positive correlation between leadership style and employee performance at PT. Madani National Capital (PNM) Jakarta Branch. This is reinforced by

the results of data processing which shows that the probability value of 0.019 has met the requirements of  $<0.05$  and the C.R value of 2.693 has also met the requirements of  $\pm 1.96$ .

Leadership style through communication, either directly or indirectly, can move people who become subordinates with full awareness, attention and pleasure in following the will of the leader. The results of the study are in line with Nugroho et al., (2016), Wahyuni (2015), Nisyak and Trijonowati (2016) which state that leadership style has a positive influence on employee performance. A leader will be able to give perceptions to employees when the leader can carry out leadership with a good style. This will be able to encourage and motivate employees to achieve good performance.

*H3: Work environment has a positive and significant effect on motivation*

The estimated parameter of the relationship between work environment and motivation is 0.157. Testing the relationship between the two variables shows the value of C.R = 3.153 with probability = 0.024 ( $p < 0.05$ ). So it can be concluded that the work environment has a positive effect on motivation, so the higher the work environment, the higher the motivation of employees. Thus hypothesis 3 is accepted because there is a positive correlation between the work environment and employee motivation of PT. Madani National Capital (PNM) Jakarta Branch. This is reinforced by the results of data processing which shows that the probability value of 0.024 has met the requirements of  $<0.05$  and the C.R value of 2.153 has also met the requirements of  $\pm 1.96$ .

Motivation is an attribute that can move someone to do or not do something. The attribute referred to above is a person's motivation, where the work environment is made comfortable, healthy and safe, and there is compensation that is appropriate or maximum with the willingness of the employee. With a good work environment and can make employees feel comfortable, automatically the motivation in each employee will also be able to increase as well. The results of the study are in line with and supported by Nurkhayati (2019), Komara et al. (2019), Prakoso et al, (2016) which states that the work environment has a positive and significant influence on motivation.

*H4: Leadership style has a positive and significant effect on motivation*

The estimated parameter of the relationship between leadership style and motivation is 0.27. Testing the relationship between the two variables shows the value of C.R = 2.188 with probability = 0.048 ( $p < 0.05$ ). So it can be concluded that leadership style has a positive effect on motivation, so the better the leadership style, the higher the motivation of employees. Thus hypothesis 4 is accepted because there is a positive correlation between leadership style and employee motivation of PT. Madani National Capital (PNM) Jakarta Branch. This is reinforced by the results of data processing which shows that the probability value of 0.048 has met the requirements of  $<0.05$  and the C.R value of 2.188 has also met the requirements of  $\pm 1.96$ .

The success of a leader in mobilizing others who can achieve a goal depends on how a leader can create and motivate employees. The results of the study are in line with Rahmisyari (2013), Pradana (2015) which state that leadership style has a positive and significant influence on work motivation.

*H5: Motivation has a positive and significant effect on employee performance*

The estimated parameter of the relationship between motivation and employee performance is 0.095. Testing the relationship between the two variables shows the value of C.R = 4.582 with probability = 0.036 ( $p < 0.05$ ). So it can be concluded that motivation has a positive effect on employee performance, so the higher the motivation, the higher the employee's performance. Thus hypothesis 5 is accepted because there is a positive correlation between motivation and employee performance of PT. Madani National Capital (PNM) Jakarta Branch. This is reinforced by the results of data processing which shows that the probability value of 0.036 has met the requirements of  $<0.05$  and the C.R value of 4.582 has also met the requirements of  $\pm 1.96$ .

All abilities, skills and abilities possessed by employees will be meaningless if they are not balanced with high employee motivation. If employee motivation can be given and shown properly, it will be able to affect the performance of its employees. Employee performance is one measure that is often used in determining the effectiveness of the company. The results of the study are supported by Nurcahyani & Adnyani (2016), Ainanur & Tirtayasa (2018), Hanafi & Yohana (2017) which state that motivation has a positive and significant influence on employee performance.

## V. CONCLUSION AND SUGGESTIONS

### *Conclusion*

From the results of the analysis that have been discussed previously, it can be drawn the following conclusions:

Work environment, leadership style and motivation can have a positive effect on employee performance, while work environment and leadership style can affect employee motivation. Of all the variables, leadership style is the variable that has the greatest influence on the performance of employees of PT. Madani National Capital (PNM) Jakarta Branch. Work environment variables can have a greater direct influence on the performance of employees of PT. Madani National Capital (PNM) Jakarta Branch while indirectly the work environment variable can have a greater influence on the performance of employees of PT. Madani National Capital (PNM) Jakarta Branch.

### *Suggestions*

Based on the research, discussion, and conclusions, the following suggestions can be made:

For further research, it is expected to be able to expand the research orientation in the scope of the company. When further research is carried out at PT PNM, it is not only the Jakarta branch but can be expanded to islands or regions and

add other variables. Further research can be done by looking at the limitations of this research, and by using other research-related indicators that will be conducted outside of this research, it can be used as a source of ideas for the future development of this research.

## REFERENCES

- [1]. G. Eason, B. Noble, and I.N. Sneddon, "On certain integrals of Lipschitz-Hankel type involving products of Bessel functions," *Phil. Trans. Roy. Soc. London*, vol. A247, pp. 529-551, April 1955. (*references*)
- [2]. Agusno, B. E. (2011). Pengaruh Kompensasi, Lingkungan Kerja, Dan Gaya Kepemimpinan Terhadap Kinerja Karyawan Muba Electric Power. *Jurnal Manajemen*, 2(1).
- [3]. Ainanur, & Tirtayasa, S. (2018). Pengaruh Budaya Organisasi, Kompetensi, dan Motivasi Terhadap Kinerja Karyawan. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 1(1).
- [4]. Dharma, A. (2004). *Manajemen Supervisi*. Jakarta: PT Raja Grafindo Persada. Fajrin, I. Q., & Susilo, H. (2018). Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan Dengan Motivasi Kerja Sebagai Variabel Intervening. *Jurnal Administrasi Bisnis*, 4(61).
- [6]. Fitriani, T., Idris, M., & Mane, H. A. A. (2016). Pengaruh gaya Kepemimpinan Terhadap Motivasi Kerja (Studi Kasus Badan Pemberdayaan Masyarakat Kab, Kepulauan Selayar). *Prodi Manajemen Fakultas Ekonomi Universitas Bosowa*, 3(6).
- [7]. Febriani, N. M. T., & Indrawati, A. D. (2013). Pengaruh Motivasi, Kompensasi, Serta Lingkungan Kerja Fisik Terhadap Kinerja Kerja Karyawan Hotel The Niche Bali. *E-Jurnal Manajemen Universitas Udayana*, 2(5).
- [8]. Ferawati, A. (2017). Pengaruh Lingkungan Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan. *Jurnal AGORA*, 1(5).
- [9]. Ghozali, I. (2012). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 20*. Semarang: Badan Penerbit-Universitas Diponegoro.
- [10]. Gibson, J. L., Jhon, M., Ivancevich, & James, H. D. Jr. (2010). *Organisasi Dan Manajemen*. Jakarta: Erlangga.
- [11]. Hadromi, F. A. (2017). Analisis Pengaruh Gaya Kepemimpinan Kepala Sekolah Terhadap Motivasi, Kedisiplinan Dan Kinerja Guru Di SD Islam Lumajang. *Jurnal Bisnis Dan Manajemen*, 11(1).
- [12]. Hanafi, B. D., & Yohana, C. (2017). Pengaruh Motivasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Mediasi Pada PT. BNI Lifeinsurance. *Jurnal Pendidikan Ekonomi Dan Bisnis*, 5(1).
- [13]. Haryanto, D. (2017). Pengaruh gaya Kepemimpinan, Kompensasi, Dan Komitmen Organisasi Terhadap Kinerja Karyawan CV. Indyferyto Group Yogyakarta. *Jurnal Manajemen Fakultas Ekonomi Universitas PGRI Yogyakarta*.
- [14]. Hasibuan, M. S. P. (2011). *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara
- [15]. Hasibuan, M. S. P. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara.
- [16]. House, R. J. (1971). A Path Goal Theory Of Leader Effectiveness. *Administrative Science Quarterly*, 16.
- [17]. Ingsiyah, H., Haribowo, P., & Nurkhayati, I. (2019). Pengaruh Lingkungan Kerja Terhadap Motivasi Kerja Karyawan Terhadap Motivasi Kerja Karyawan Pada PT. Pupuk Sriwidjaja Palembang, Pusri Pemasaran Daerah (PDD) Jawa Tengah. *Administrasi Bisnis Politeknik Negeri Semarang*, 20(1).
- [18]. Ivancevich, J. M., Konopaske, R., & Matteson, M. T. (2007). *Perilaku Dan Manajemen Organisasi*. Jakarta: Erlangga.
- [19]. Jayaweera, T. (2015). Impact Of Work Environment Factors On Job Performance, Mediating Role Of Work Motivation: A Study Of Hotel Sector In England. *International Journal Of Business And Management*, 10(3).
- [20]. Josephine, A., & Haryanti, D. (2017). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan Pada Bagian Produksi Melalui Motivasi Kerja Sebagai Variabel Intervening Pada PT. Trio Corporate Plastic (Tricopla). *Jurnal AGORA*, 5(1).
- [21]. Kartono, K. (2008). *Pemimpin Dan Kepemimpinan*. Jakarta: PT Raja Grafindo Persada.
- [22]. Komara, O. M., Sukomo, & Kasman. (2019). Pengaruh Lingkungan Kerja Dan Kompensasi Terhadap Motivasi Kerja Karyawan. *Business Management And Entrepreneurship Journal*, 1(2).
- [23]. Koontz, H. (1990). *Manajemen*. Jakarta: Erlangga.
- [24]. Leblebici, D. (2012). Impact Of Workplace Quality On Employee Productivity: Case Study On Bank In Turkey. *Journal Of Business Economics And Finance*,
- [25]. Lee, S. Y., & Brand, G. L. (2005). Effect Of Control Over Office Workspace On Perceptions Of The Work Environment And Work Outcomes. *Journal Of Environment Psychology*, 25.
- [26]. Lestary, L. & Harmon. (2017). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan. *Jurnal Riset Bisnis dan Investasi*, 3(2).
- [27]. Mangkunegara, A. A. P. (2009). *Manajemen Sumber Daya Manusia*. Bandung: Remaja Rosdakarya.
- [28]. Mudayana, F. I., & Suryoko, S. (2016). Pengaruh Kompetensi, Kompensasi, Dan Lingkungan Kerja Terhadap Kinerja Karyawan Melalui Motivasi Kerja Sebagai Variabel Intervening (Studi Kasus Pada Karyawan Bagian Produksi PT Sai Apparel Industries Semarang). *Jurnal Ilmu Administrasi*, 5(1).
- [32]. Musriha. (2011). Influences Of Work Behavior, Work Environment, And Motivation In Clove Cigarette Factories In Kudus, Indonesia. *Academic Research International*, 1(3). 303-314.
- [33]. Nawawi, H. (2001). *Manajemen Sumber Daya Manusia Untuk Bisnis Yang Kompetitif*. Yogyakarta: Gadjah Mada University Press
- [34]. Nawawi, H. (2003). *Manajemen Sumber Daya Manusia Untuk Bisnis Yang Kompetitif*. Yogyakarta: Gadjah Mada University Press.
- [35]. Nisyak, I. R., & Trijonowati. (2016). Pengaruh Gaya Kepemimpinan, Motivasi, Dan Disiplin Kerja Terhadap Kinerja Karyawan. *Jurnal Ilmu Riset Manajemen*, 5(4).

- [36]. Nitisemito, A. S. (2008). *Manajemen Personalialia*. Indonesia: Adisi.
- [37]. Nugroho, M. A., Saryadi, & Widiartanto. (2016). Pengaruh Kepemimpinan Dan Lingkungan Kerja Terhadap Kinerja Karyawan Melalui Motivasi Sebagai Variabel Intervening (Studi Kasus Pada Karyawan Bagian Produksi PT Bandeng Juana). Program Studi Administrasi Dan Bisnis Universitas Diponegoro.
- [38]. Nurcahyani, N., M., & Adnyani, I., G., A., D. (2016). Pengaruh Kompensasi dan Motivasi Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening. *E-Jurnal Manajemen Unud*, 5(1).
- [39]. Potale, R., & Uhing, Y. (2015). Pengaruh Kompensasi Dan Stres Terhadap Kepuasan Kerja Karyawan Pada PT. Bank Sulut Cabang Utama Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis, dan Akuntansi*, 3(1).
- [40]. Pradana, M. (2015). Pengaruh gaya Kepemimpinan Terhadap Motivasi Karyawan
- [41]. Di Ganesha Operation Bandung. *Jurnal Studi Manajemen Dan Bisnis*, 2(1).
- [42]. Prakoso, R. D., Astuti, E. S., & Ruhana, I. (2014). Pengaruh Lingkungan Kerja Terhadap Motivasi Kerja Dan Kinerja Karyawan. *Fakultas Ekonomi Dan Bisnis Universitas Brawijaya Malang. Jurnal Administrasi Bisnis (JAB)*, 2(14).
- [43]. Priansa, J. D. (2016). *Perencanaan Dan Pengembangan Sumber Daya Manusia*. Bandung: Alfabeta CV.
- [44]. Priyanto, W., B. (2016). Pengaruh Gaya Kepemimpinan Transformasional dan Kompensasi terhadap Kinerja Karyawan dengan Motivasi Sebagai Variabel Intervening. *Ekonomika – Bisnis*, 7(2).
- [45]. Rahmisyari. (2013). Analisis Pengaruh Gaya Kepemimpinan Terhadap Motivasi
- [46]. Kerja Pegawai. *Jurnal Manajemen Dan Akuntansi*, 2(3).
- [47]. Robbins, S. P. (1996). *Perilaku Organisasi, Konsep, Kontroversi, Dan Aplikasi*. Jakarta: PT. Bhuana Ilmu Populer.
- [48]. Robbins, S. P., & Judge. (2007). *Perilaku Organisasi*. Jakarta: Salemba Empat. Robbins, S. P. (2009). *Perilaku Organisasi*. Jakarta: Salemba Empat.
- [49]. Samade, S., Taba, M. I., & Wahda. (2018). Pengaruh Komunikasi Organisasi Dan Lingkungan Kerja Terhadap Motivasi Kerja Karyawan PT. Adhi Karya (Persero) Tbk. *Indonesian Journal Of Strategic Management*, 1(1).
- [50]. Sihombing, S. (2004). *Manajemen Sumber Daya Manusia*. Jakarta: Balai Pustaka. Sedarmayati. (2011). *Manajemen Sumber Daya Manusia, Reformasi Birokrasi dan*
- [51]. *Manajemen Pegawai Negeri Sipil*. Bandung: PT Refika Aditama.
- [52]. Sudarmanto. (2009). *Kinerja Dan Pengembangan Kompetensi SDM (Teori, Dimensi Pengukuran Dan Implementasi Dalam Organisasi)*. Yogyakarta: Pustaka Pelajar.
- [53]. Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta, CV.
- [54]. Suliyanto (2011). *Ekonometrika Terapan: Teori dan Aplikasi dengan SPSS*.
- [55]. Yogyakarta: Penerbit Andi.
- [56]. Sunyoto, D. (2012). *Teori, Kuesioner, Dan Analisis Sumber Daya Manusia (Praktik Penelitian)*. Yogyakarta: CAPS.
- [57]. Sutrisno, E. (2010). *Manajemen Sumber Daya Manusia*. Jakarta: Penerbit Kencana. Thoha, M. (2006). *Kepemimpinan Dalam Manajemen*. Jakarta: Raja Grafindo Persada.
- [58]. Thoha, M. (2010). *Kepemimpinan Dalam Manajemen*. Jakarta: Raja Grafindo Persada.
- [59]. Wahyuni, E. (2015). Pengaruh Budaya Organisasi dan Gaya Kepemimpinan Terhadap Kinerja Pegawai Bagian Keuangan Organisasi Sektor Publik Dengan Motivasi Kerja Sebagai Variabel Intervening. *Jurnal Nominal*, 4(1).