The Influence of Leadership and Work Environment on Work Motivation and Its Impact on the Employee Performance of the Public Works Service and Spatial Arrangement of Musi Banyuas in Regency

Edizal[1), Lupi[2)

[1,2)]Faculty of Economics and Business, Master of Management Studies Program, Tridinanti University

Abstract: *This research aims to determine and prove the influence of leadership and work environment on motivation and its impact on the performance of employees of the Public Works and Spatial Planning Department of Musi Banyuasin Regency, both directly and indirectly. The population of this research is all employees of the Public Works and Spatial Planning Department of Musi Banyuasin Regency, totaling 47 employees. In this study, researchers used saturated sampling, namely a sample determination technique using the entire population to be used as a research sample. The results of this research show that leadership influences work motivation. The work environment has no effect on work motivation. Leadership has no effect on employee performance. The work environment influences employee performance. Work motivation influences employee performance.*

Keywords: Leadership, Work Environment, Work Motivation, Employee Performance

I.   INTRODUCTION

Human resources are the most important assets in a company or organization. Employees can have potential if managed well and correctly, but they will become a burden if not managed properly. The quality of human resources will be a strength for management and support the performance of a company or organization to achieve good goals. Good management of human resources is a must for a company. Success and effectiveness in achieving the vision, mission, and goals of an organization cannot be separated from the role of a leader in the organization.

In achieving a goal, a company will always encounter problems, such as what happened at the Musi Banyuasin Regency Public Works and Spatial Planning Service, where researchers discovered problems that could influence or reduce the company's performance before discussing problems at the Regency Public Works and Spatial Planning Service. Musi Banyuasin researchers will explain a little about the Musi Banyuasin Regency Public Works and Spatial Planning Service, which is a regional government institution in the field of public works based on the principles of autonomy and assistance duties. As per Musi Banyuasin Regent Regulation Number 54 of 2017 Article 8 Paragraphs 1 and 3, the service secretariat has the task of carrying out technical and administrative services as well as coordinating the implementation of tasks within the Public Works and Spatial Planning Service. Public Works and Spatial Planning Department secretariat employees are required to have high discipline, which is actualized through optimizing performance in accordance with their respective areas of duties and responsibilities. Regarding the performance of the Public Works and Spatial Planning Department of Musi Banyuasin Regency, it is still not optimal for meeting targets.

Based on the pre-survey results, it can be seen that, overall, the activity program is not in accordance with the targets to be achieved. This cannot be separated from the role of a leader who always involves employees in discussions and decision-making, so that the socialization of the delivery of this activity runs well. The lowest achievement in the activity program was the Water Resources (SDA) Implementation Program; the area of irrigated rice fields reached 21.50 percent. This happened because there was no accurate irrigation network data base, so planning and budgeting were not optimal to support agricultural irrigation. reliable. The lowest level of work programs related to Human Resources (HR) is the Regional Personnel Administration Program, increasing the competency of apparatus through education and training levels based on tasks and functions, which was only achieved by 2.68 percent. This is due to a leader's lack of attention to providing and implementing training and guidance activities for his subordinates. This description indicates that performance is still low at the Musi Banyuasin Regency Public Works and Spatial Planning Service.

Apart from that, based on the results of initial observations, performance at the Public Works and Spatial Planning Department of Musi Banyuasin Regency is still relatively low. This can be seen from the lack of desire of employees to work without having to wait for orders from superiors or employees lacking initiative. In completing work, employees do not always achieve targets, and employees lack Be careful when doing your work.

One of the factors that influences performance is motivation, because the level of desire for achievement is still low so that in their work they will not be optimal, then the desire to have power or pursue a higher position and become a leader is also still low, and there are some employees who lack initiative in work and then continue to show their best abilities to be promoted, and many employees are still afraid of the risks of work, resulting in a lack of innovation or expressing opinions at work. So it is necessary for agencies to make decisions that can increase employee motivation because high motivation will have an impact on the level of employee work discipline. Apart from that, work motivation at the Public Works and Spatial Planning Department of Musi Banyuasin Regency is still relatively low. This can be seen from the fact that employees do not always work. In order to achieve high performance, employees do not develop the ability to pursue power, and at work, employees are less respected.

The next factor is leadership. From the results of observations, it can be seen that the leadership style in the Public Works and Spatial Planning Department of Musi Banyuasin Regency is not good enough; leaders do not carry out two-way interactions. Leaders rarely involve employees in discussing problems and making decisions. Employees sometimes feel uncomfortable and enjoy what they do. Leaders carry out assessments of employee performance targets (SKP), which are carried out based on the legal basis of PP No. 10 of 1979 concerning Assessment of Civil Servant Work Implementation (DP3), PP No. 53 of 2010 concerning Civil Servant Discipline, and PP No. 46 of 2011 concerning Evaluation of Civil Servant Work Performance. A leader or direct superior will provide an assessment score for the employee performance targets, which are carried out at the end of December, and then the results of the assessment will be conveyed to the employee concerned. Leaders are obliged to convey this to their superior officials no later than 14 days. The supervisor of the assessing officer is obliged to check the results of the work performance assessment, and from there the deficiencies will be analyzed and how to provide solutions for employees, one of which is by providing motivation, but in reality, the leadership in the Public Works and Spatial Planning Service of Musi Banyuasin Regency has not run optimally. It can be seen that employees rarely receive guidance and direction from leaders; leaders do not appreciate the potential of their employees; leaders do not socialize with their employees; and the attitude of leaders is less harmonious with their employees.

The final factor that the author examines is the work environment. The work environment is the physical condition surrounding the workplace, which can give a pleasant, safe, and reassuring impression. The work environment is something that surrounds workers and influences their ability to carry out their assigned tasks. For example, cleanliness, music, and so on. The work environment at the Public Works and Spatial Planning Department of Musi Banyuasin Regency is also not conducive; this can be seen from the atmosphere in the work environment being less comfortable, relationships with co-workers not being well established, and the lack of sunlight in the work space.

Work environment facilities regarding the physical work environment (facilities and infrastructure) above explain that there are some that do not achieve the company's targets, such as the lack of effectiveness of office work due to damage to facilities and infrastructure at the Musi Banyuasin Regency Public Works and Spatial Planning Service in the maintenance of damaged computers. as many as 15 units out of a total of 40 computer units. and the less comfortable temperature in the office due to damage to 20 air conditioner units out of a total of 65 air conditioner units, damage to 15 printer units out of a total of 40 printer units, as well as many damaged work desks and work chairs. This can affect employee comfort in working effectively. Apart from the physical work environment of facilities and infrastructure, the intermediate/general work environment also influences the conditions and comfort of employees at work, such as temperature, humidity, air circulation, lighting, noise, mechanical vibrations, unpleasant odors, color, and so on.

II.   LITERATURE REVIEW

2.1. Employee Performance

According to Mahmudi (2018: 77), performance is a multidimensional construct that includes many factors that influence it. Meanwhile, according to Mathis and Jackson (2017: 54), it is the work results that have been achieved by employees in carrying out their work. The indicators are quantity, quality, reliability, presence, and the ability to collaborate. According to Mahsun (2019: 62), performance is a description of the level of achievement of an activity, program, or policy in realizing the goals, objectives, mission, and vision of an organization as stated in the organization's strategic planning.

Based on the theoretical description above, it can be concluded, according to researchers, that "performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the

responsibilities given to him. Operationally, performance, according to Bangun (2018: 23), includes several dimensions, namely the amount of work, quality of work, punctuality, attendance, and ability to collaborate.

2.2. Work motivation

According to Luthans (2018:234), motivation is a driving force so that employees desire to empower their abilities in carrying out various activities that are their responsibility and prioritize obligations in order to achieve predetermined organizational goals. According to Dessler (2018: 128), motivation is a driving force that causes a person to be willing to mobilize their energy and time to carry out activities that are their duties and responsibilities and participate in realizing the goals and objectives that the organization wants to achieve.

Based on the theoretical description above, it can be concluded that, according to researchers, motivation is a process where needs encourage a person to carry out a series of activities that lead to achieving certain goals. Operationally, according to Wibowo (2017: 97), it can be measured through physiological needs, safety needs, social needs, emotional needs, and self-actualization needs.

2.3. Work Environment

According to Nurbudiwati (2018) "the work environment is the physical environment where employees work, which influences the performance, safety, and quality of their work." Meanwhile, Suwondo (2019: 13) states that a healthy and good work environment will influence employee work comfort. If workers or employees feel comfortable at work, it is certain that productivity will increase. In fact, a good work environment will give employees pride in their office. Of course, this will have an impact on employee morale. From the study of work environment theory above, it can be concluded, according to researchers, that the work environment is the atmosphere or conditions around the work location. The work environment can include space, layout, facilities, and infrastructure, as well as working relationships with fellow colleagues. If the work environment can create a comfortable atmosphere and provide calm, it will make the work atmosphere conducive, so that it can improve a person's work results for the better because they work without interruption. Operationally, according to Sedarmayanti (2017: 29), dimensions and indicators of the work environment include: lighting, air temperature, noise, use of color, required space for movement, work safety, and employee relations.

2.4. Leadership

According to Yukl (2019:3), leadership is a process of understanding what people do together so that they understand and want to do it. According to Robbins (2018:56), leadership is the ability to influence a group towards achieving goals. A broad definition of leadership includes the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, and influencing to improve the group and its culture. From the several definitions above, it can be concluded, according to researchers, that leadership is a process of influencing, motivating, directing, and communicating the activities of a person or group in an effort to achieve predetermined goals in certain situations. Operationally, Wibowo's leadership (2019:24) includes several dimensions, including: 1) Telling. 2) Selling. 3) Participating. 4) Delegating

III. RESEARCH METHODOLOGY

3.1. Population, Sample, Sampling Technique

The population in this study were all employees at the Public Works and Spatial Planning Department of Musi Banyuasin Regency. In this study, the population was 47 people. Sampling in this study used the saturated sample technique, namely, sampling was carried out as a whole from the total population. So in this study, taking into account the total population of 47 people, the author took the entire population, namely 47 people, as the research sample.

3.2. Research Design

The method used is a quantitative survey method with a descriptive approach. In relation to this survey technique, Haryono (2016) further states that a survey is a research technique where information is collected using questionnaires.

3.3. Data Analysis Techniques

The analysis method for this research uses structural equation modeling (SEM). SEM analysis is a development of path analysis, so path analysis is the basis of SEM analysis. The following are the steps in analysis with PLS (Ghozali, 2011: 23–26), namely:

1. Designing a Measurement Model (Outer Model)

At this stage, the researcher defines and specifies the relationship between the latent construct and its indicators, whether they are reflective or formulative.

2. Designing a Structural Model (Inner Model)

   At this stage, researchers formulate a model of the relationship between constructs.

3. Construct a path diagram.

   The main function of building a path diagram is to visualize the relationship between indicators and their constructs, as well as between constructs, which will influence researchers to see the model as a whole.

4. Describe the flow diagram into mathematical equations.

   Based on the concept, the research model in stage two can be formulated in mathematical form. The equations built from the conversion flow diagram consist of:

   a) The inner model equation states the causal relationship to test the hypothesis.

   b) The outer model equation (measurement model) states the quality relationship between indicators and research variables (latent).

5. Estimate

   In this step, there are three weighting research schemes in the model estimation process: the factor weighting scheme, the centroid weighting scheme, and the path weighting scheme.

6. Model Fit Test (Goodness of Fit)

   The model suitability test in SEM using the PLS approach consists of two types, namely the measurement model suitability test and the structural model suitability test.

7. Hypothesis testing and interpretation

   A hypothesis is a statement about a population that needs to be tested for truth. To carry out testing, it is done by taking samples from the population; this method is easier than counting all members of the population. After getting statistical results from the sample, these results can be used to test the population statement and determine whether empirical evidence from the sample supports or rejects the statement about the population.

3.4. Outer Model Analysis

This outer model analysis specifies the relationship between latent variables and their indicators, or it could be said that the outer model defines how each indicator is related to the latent variable. In the outer model analysis, several indicators can be seen: (Husein, 2015:19)

   a. Convergent Validity

   b. Discriminant Validity

   c. Composite Reliability

   d. Average Variance Extracted (AVE).

   e. Cronbach Alpha

3.5. Structural Model Analysis (Inner Model)

Inner model analysis and structural model analysis are carried out to ensure that the structural model built is robust and accurate. Evaluation of the inner model can be seen from several indicators, which include: (Hussein, 2015:18)

   a. Coefficient of determination (R^2)

   b. Hypothesis Testing

IV.   RESULTS AND DISCUSSION

4.1. Outer Model Analysis Results

Convergent validity

The outer loading criterion shows the correlation between the indicator and the construct. An indicator with a low loading value indicates that the indicator does not work in the measurement model. Expected loading value > 0.7. The following are the output results of the structural equation path diagram in sem-pls using smartpls software.
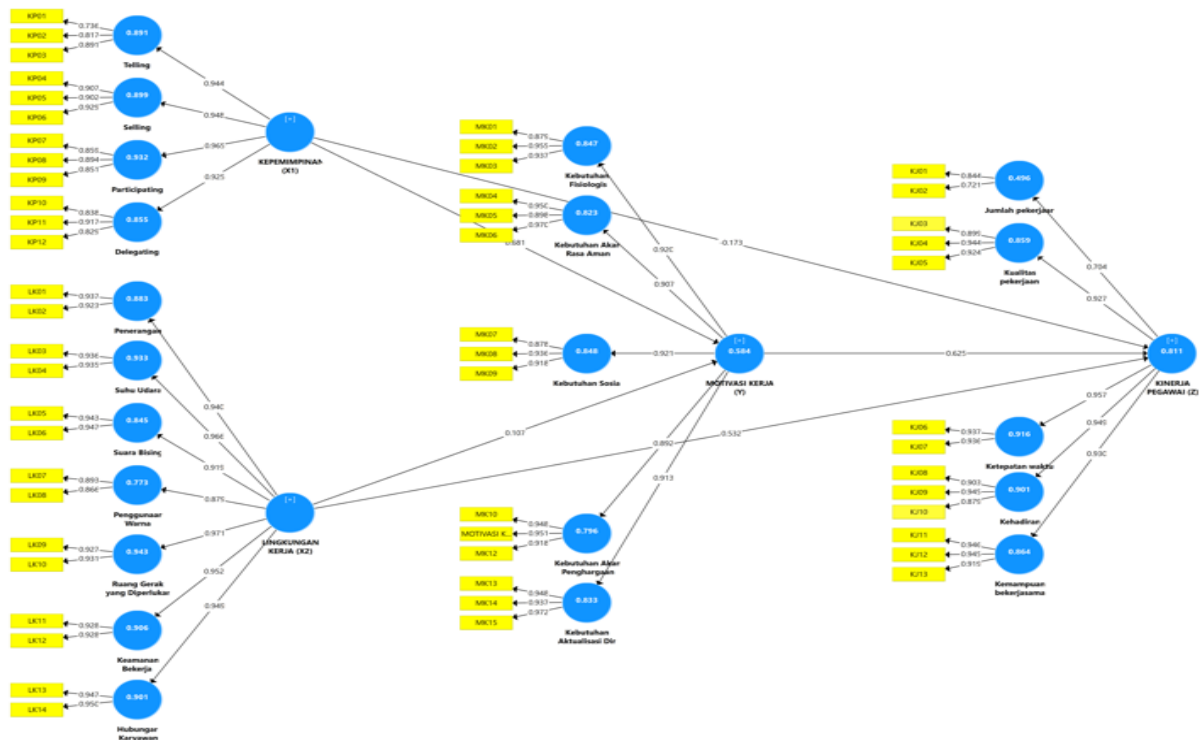
Figure 1. Full Model After Calculation

Based on the path coefficient output in the image above, the author observes that there are no indicators that have a loading factor coefficient below 0.7, so no data is dropped from the diagram for further research. Apart from being seen from the factor loading value, convergent validity can also be seen from the Average Variance Extracted (AVE) value. The following are the convergent validity results of the Average Variance Extracted (AVE) value:

Table 1. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Leadership (X1)	**0.695**
Employee Performance (Z)	**0.759**
Work Environment (X2)	**0.763**
Work Motivation (Y)	**0.722**

Source: Author's Processed Data (2023)

Based on the results of the table above, the AVE value for each construct is above 0.5, meaning there are no convergent validity problems in the model being tested. Because there are no convergent validity problems, the next thing to be tested are problems related to discriminant validity.

Discriminant Validity
The discriminant validity test is carried out to ensure that each concept of each latent variable is different from the other variables. The model is said to have good discriminant validity if each indicator loading value of a latent variable is more highly correlated with that latent variable than if it is correlated with other latent variables. Discriminant validity can be tested by comparing the square root value of AVE with the correlation value between constructs:

Table 2. AVE Square Root

	AVE	√ AVE
Leadership (X1)	0.695	0.834
Employee Performance (Z)	0.759	0.873
Work Environment (X2)	0.763	0.850
Work Motivation (Y)	0.722	0.871

Source: Author's Processed Data (2023)

From the table above, it can be seen that the square root value of AVE (0.834, 0.873, 0.850, and 0.871) is greater than the correlation of each construct, and it can be seen that the loading factor value for each indicator of each latent variable has the highest loading factor value. larger than the loading factor value when connected to other latent variables. This means that each latent variable has good discriminant validity.

Reliability Test

For the reliability/unidimensionality test, measuring the reliability of the questionnaire given to respondents in this study used Cronbach's alpha with the help of Smart PLS software. According to Naftali (2019), the unidimensionality test uses Cronbach alpha (>0.7) and composite reliability (>0.7).The following are the test results on 49 research respondents to determine the level of reliability and consistency of the research instrument as presented in the question items in the research questionnaire as follows:

Table 3. Reliability Test Results

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Leadership (X1)	0.956	0.962	0.695
Employee Performance (Z)	0.968	0.972	0.759
Work Environment (X2)	0.976	0.978	0.763
Work Motivation (Y)	0.972	0.975	0.722

Source: Author's Processed Data (2023)

Based on the results of the Cronbach's alpha test output in the table above, it is known that the average Cronbach's alpha value for all variables in this research is 0.7, or can be said to be very reliable, where the leadership value is 0.956, the work environment is 0.976, the work motivation is 0.972, and the performance is 0.968. So all instruments (questionnaires) in this study were declared "reliable" and had their reliability tested so that they could be used in further research.

Meanwhile, looking at the composite reliability test output results in the table above, it is known that the composite reliability value is above the recommended minimum limit, namely 0.70, where the leadership value is 0.956, the work environment is 0.976, the work motivation is 0.972, and the performance is 0.968. So that all research variables have been shown to be suitable measurements, this means that all question items used to measure the variables are reliable.

4.2. Inner Model Analysis Result

R Square (R²)

The R^2 value shows the level of determination of the exogenous variable relative to the endogenous variable. The greater the R^2 value, the better the level of determination. To see how much influence exogenous variables have on endogenous variables, you can see the R-Square value table below.

Table 4. R-Square Value (R²)

	R Square
Employee Performance (Z)	0.822
Work Motivation (Y)	0.578

Source: Author's Processed Data (2023)

From the table above, it can be seen that the R² value for the latent variable Work Motivation as a mediating variable is 0.578, which means that this value identifies that variations in Employee Work Motivation can be explained by exogenous latent variables (Leadership and Work Environment) of 57.8% while the remainder is 57.8%. 42.2% is explained by other variables. The R² value for the latent variable performance is 0.822, which means that this value identifies that variations in performance can be explained by exogenous variables of 82.2%, while the remaining 17.8% are explained by variables not included in the research.

4.3. Hypothesis testing

At this stage, the evaluation of the structural model will be analyzed by looking at the significance of the relationship between constructs as indicated by the T-Statistics value by looking at the output of the PLS bootstrapping culculate options to see the T-Statistics value. Indicators that have a T-Statistics value ≥ 1.96 (some round up to 2) are said to be valid. An indicator can also be said to be valid if it has a P value ≤ 0.05. As seen in the table below:

Table 5. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Leadership (X1)→Employee Performance (Z)	-0.231	-0.172	0.212	1.093	**0.275**
Leadership (X1)→Work Motivation (Y)	0.663	0.668	0.165	4.006	**0.000**
Work Environment (X2)→Employee Performance (Z)	0.576	0.545	0.142	4.059	**0.000**
Work Environment (X2)→Work Motivation (Y)	0.125	0.121	0.183	0.686	**0.493**
Work Motivation (Y)→Employee Performance (Z)	0.636	0.610	0.213	2.983	**0.003**

Source: Author's Processed Data (2023)

Based on the table above, it can be explained that Leadership (X1) has an effect on Work Motivation (Y) as seen from the T-Statistics value of 4,006 ≥ 1.96, for the Work Environment variable (X2) it has no effect on Work Motivation (Y as seen from the T-value Statistics are 0.686 ≤ 1.96, Leadership (X1) has no effect on Performance (Z) as seen from the T-Statistics value of 1.093 ≤ 1.96, Work Environment (X2) has an effect on Employee Performance (Z) as seen from the T-Statistics value amounting to 4,059 ≥ 1.96, Work Motivation (Y) influences Employee Performance (Z). It can be seen from the T-Statistics value of 2,983 ≥ 1.96. The output results in the form of images are shown in the image below.
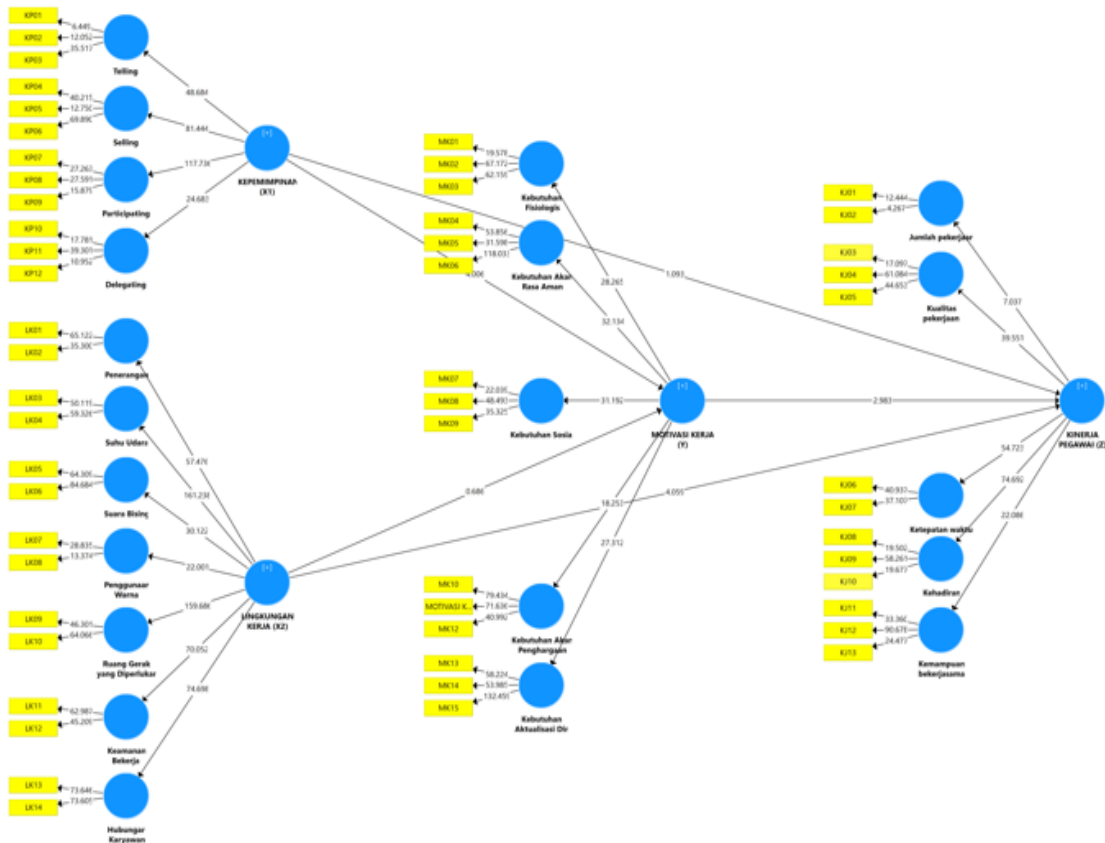
Figure 2. Results of the T-Statistics test etween variables

Based on the table above, hypothesis testing can be carried out as follows:

1) First hypothesis: Leadership (X1) influences work motivation (Y). The resulting P-value is 0.000 ≤ 0.05, so it can be concluded that there is an influence of leadership on work motivation at the Public Works and Spatial Planning Department of Musi Banyuasin Regency.

2) Second hypothesis: Work environment (X2) has no effect on work motivation (Y). The resulting P-value is 0.493 ≥ 0.05, so it is concluded that there is an influence of the work environment on work motivation at the Public Works and Spatial Planning Department of Musi Banyuasin Regency.

3) Third hypothesis: Leadership (X1) has no effect on performance (Z). The resulting P-value is 0.275 ≥ 0.05, so it is concluded that there is an influence of leadership (X1) on the performance of public works and spatial planning service employees in Musi Banyuasin Regency.

4) Fourth hypothesis: Work environment (X2) influences employee performance (Z). The result of the P-value is 0.000 ≤ 0.05, so it is concluded that there is an influence of the work environment on the performance of public works and spatial planning service employees in Musi Banyuasin Regency.

5) Fifth hypothesis: Work motivation (Y) influences employee performance (Z). The result of the P-value is 0.003 ≤ 0.05, so it is concluded that there is an influence of work motivation on the performance of public works and spatial planning service employees in Musi Banyuasin Regency.

In this study, there were two indirect influences, as seen in the table below:

Table 6. Indirect Effect Data

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Leadership (X1)→Work Motivation (Y)→Employee Performance (Z)	0.421	0.388	0.137	3.078	**0.002**
Work Environment (X2)→Work Motivation (Y)→ Employee Performance (Z)	0.080	0.088	0.130	0.614	**0.539**

Source: Author's Processed Data (2023)

Based on the table above, it can be explained that leadership on the performance of public works and spatial planning service employees in Musi Banyuasin Regency has an indirect influence on work motivation as an intervening variable or intermediary variable, as evidenced by the T-Statistics value of 3,078 ≥ 1.96. Work environment on the performance of public works and spatial planning service employees in Musi Banyuasin Regency does not have an indirect influence on work motivation as an intervening variable or intermediary variable, as evidenced by the T-statistic value of 0.614 ≤ 1.96.

4.4. Discussion

4.4.1. The Influence of Leadership on the Work Motivation of Public Works and Spatial Planning Service Employees in Musi Banyuasin Regency

The results of the first hypothesis test show that leadership has a significant effect on the work motivation of employees of the Public Works and Spatial Planning Department of Musi Banyuasin Regency, as shown by the P-value of 0.000 ≤ 0.05, so it can be concluded that the higher the leadership, the higher the employee work motivation. Likewise, vice versa, if leadership is low, employee work motivation will also be lower. The influence of leadership on work motivation is in accordance with the opinion of McShane and Von Glinow (2017: 85), who state that good leadership will, of course, increase officers' work motivation and make them feel happy doing their work. Leadership is about influencing, motivating, and enabling other people. contribute to the effectiveness and success of the organization of which they are members. The results of this research are in line with previous research conducted by Maulidar and Yunus (2017) and Ruslan R. et al. (2018), which found that leadership variables had a significant positive effect on work motivation.

4.4.2. The Influence of the Work Environment on Employee Work Motivation at the Public Works and Spatial Planning Department of Musi Banyuasin Regency.

In the results of the second hypothesis test, the work environment does not have a significant effect on the work motivation of employees of the Public Works and Spatial Planning Department of Musi Banyuasin Regency, as shown by the P-value of 0.493 ≥ 0.05, so it is concluded that the work environment cannot increase the work motivation of employees. The influence of work environment on work motivation is not in accordance with the opinion of Nitisemito (2018), who

states that the work environment is everything that is around the worker and that influences him in carrying out the assigned tasks. The results of this research are not in line with those carried out by Lezita (2010), which shows that there is a significant relationship between work environment factors and the work motivation of PT employees. SinarSosro Bogor Sales Office

4.4.3. The Influence of Leadership on the Performance of Public Works and Spatial Planning Employees in Musi Banyuasin Regency

In the results of the fourth hypothesis test, leadership does not have a significant effect on the performance of public works and spatial planning service employees in Musi Banyuasin Regency, as shown by the P-value of $0.275 \geq 0.05$, so it can be concluded that the better the leadership, the higher the performance will not be. on employee performance is not in accordance with the opinion of Handoko (2016), who stated that leadership is the ability that a person has to influence other people to work to achieve goals and targets. The results of this research are not in line with research conducted by Lindayani (2021), which states that leadership has a positive and significant influence on employee performance. The results of this research strengthen previous research conducted by Purwanto (2018), entitled The Influence of Leadership on the Performance of Lecturers in Higher Education (Case Study at State and Private Universities in Jakarta), which proves that there is a significant influence between leadership and employee performance.

4.4.4. The Influence of the Work Environment on Performance at the Public Works and Spatial Planning Department of Musi Banyuasin Regency

In the results of the fourth hypothesis test, the work environment has a significant effect on the performance of the Public Works and Spatial Planning Department of Musi Banyuasin Regency, as shown by the P-value of $0.000 \leq 0.05$, so it can be concluded that the better the work environment, the better the performance of Public Works and Spatial Planning Department employees. Musi Banyuasin Regency Space, The results of this research are also in accordance with the opinion of Sedarmayati (2016), which states that the work environment is the totality of tools and materials encountered, the surrounding environment where a person works, his work methods, and his work arrangements both as an individual and as a group. The results of this research are in line with research conducted by Rahmawati (2018) entitled The Influence of the Work Environment on Employee Performance in North Malang Pratama Tax Service Office Employees, which concluded that the work environment has a significant effect on employee performance in North Malang Pratama Tax Service Office employees.

4.4.5. The Influence of Employee Work Motivation on the Performance of Public Works Department Employees and Spatial Planning in Musi Banyuasin Regency

In the results of the fifth hypothesis test, work motivation has a significant effect on the performance of employees of the Public Works and Spatial Planning Department of Musi Banyuasin Regency, as shown by the P-value of $0.003 \leq 0.05$, so it can be concluded that the higher the employee's work motivation, the higher the performance. The results of this research are also in accordance with the opinion of Hasibuan (2018), who states that motivation is important because, with motivation, it is hoped that every employee will want to work and be enthusiastic to achieve high performance.

The results of this research are in accordance with the results of research conducted by Widyaputra (2018), which states that the level of work motivation felt by employees can improve employee performance, so that the higher the perceived work motivation, the higher the employee's performance.

V. CONCLUSION

Research was conducted at the Public Works and Spatial Planning Department of Musi Banyuasin Regency. The research subjects were all employees of the Public Works and Spatial Planning Department of Musi Banyuasin Regency, aiming to see the influence of leadership and work environment on work motivation and its impact on employee performance. From these objectives, seven hypotheses were formulated, then the hypotheses were tested using SEM using smart-PLS, and the results of the hypothesis test from this research are as follows:

1) Leadership has a significant effect on work motivation, aimed at a T-statistic value of $4.006 \geq 1.96$ and a P-value value of $0.003 \leq 0.05$, meaning that the better the leadership, the better the work motivation of Public Works and Spatial Planning Service Employees Musi Banyuasin Regency.

2) The work environment does not have a significant effect on work motivation, with a T-statistic value of $0.686 \leq 1.96$ and a P-value of $0.493 \geq 0.05$, meaning that the work environment will not create good work motivation in Public Works Department employees. And Spatial Planning of Musi Banyuasin Regency

3) Leadership does not have a significant effect on performance, with a T-Statistics value of 1,093 ≤ 1.96 and a P-Value value of 0.275 ≥ 0.05, meaning that better leadership will not improve the performance of Musi Regency Public Works and Spatial Planning Service Employees Banyuasin.

4) The work environment has a significant effect on performance, with a T-Statistics value of 4,059 ≥ 1.96 and a P-Value value of 0.000 ≤ 0.05, meaning that the better the work environment, the better the performance of Musi Regency Public Works and Spatial Planning Department employees. Banyuasin

5) Work motivation has a significant effect on performance, aimed at a T-statistics value of 2,983 ≥ 1.96 and a P-value value of 0.003 ≤ 0.05, meaning that the better the work motivation, the better the performance of Musi Regency Public Works and Spatial Planning Service Employees Banyuasin.

REFERENCES

[1.] Afandi, Pandi. 2018. Manajemen Sumber Daya Manusia. Pekanbaru :Zanafa Publishing

[2.] Anwar. 2018. ManajemenSumber Daya Manusia. Bandung, Indonesia, Penerbit: PT. RemajaRosdakarya.

[3.] Bangun, Wilson. 2018. ManajemenSumber Daya Manusia. Jakarta :Erlangga.

[4.] Dessler, Gary. 2018. ManajemenSumber Daya Manusia. Jakarta : PT. Prenhallindo.

[5.] Greenberg dan Baron. 2018. Managing Human Resources, Second Edition, prentice Hall, Int, Inc. New Jersey

[6.] Hadari Nawawi, 2017. ManajemenSumber Daya Manusia UntukBisnis Yang Kompetitif, Cetakan ke-7, Gadjah Mada University Press, Yogyakarta.

[7.] Hasibuan, Malayu. 2017. ManajemenSumber Daya Manusia. Jakarta: Bumi Aksara

[8.] Kartini, Kartono. 2018. Pemimpin dan Kepemimpinan. Jakarta: PT. GrafindoPersada

[9.] Kasmir. 2018. Manajemen Sumber Daya Manusia. Jakarta: Raja GrafindoPersada.

[10.] Ludiana 2017. Penerapan Motivasi Pegawai Menurut Teori Dua Faktor Fredrrick Herzberg Pada PT AristikaKreasiMandiri. JurnalAdministrasi Kantor, Vol 5. No 1.

[11.] Luthans, Fred. 2018, PerilakuOrganisasi. Edisi Ke Sepuluh, Edisi Bahasa Indonesia, Yogyakarta: Penerbit Andi Offset.

[12.] Mahmudi. 2018. Manajemen Kinerja Sector Public. Yogyakarta UPP STIM YKPN

[13.] Mahsun, Mohamad. 2019. Pengukuran Kinerja Sektor Publik. EdisiPertama, BPFE, Yogyakarta.

[14.] Mangkunegara, Anwar Prabu. 2017. ManajemenSumber Daya Manusia Instansi. Bandung :RemajaRosdakarya

[15.] Mathis, Robert & Jackson. 2017. Human Resource Management (edisi 10). Jakarta :SalembaEmpat

[16.] Musa Hubeis. Mukhadam Najib. 2017. Manajemen Strategic Dalam Pengembangan Daya Saing Organisasi. Jakarta: PT Elex Media Komputindo

[17.] Nurbudiwati. 2018. PengaruhPengawasanTerhadapDisiplinKerjaPegawaiDi Dinas Lingkungan Hidup Kabupaten Garut. Journal of Knowledge Management. Vol. 12, No. 1

[18.] Purwadi, Darma, D. C., Febrianti, W., &Mirwansyah, D. 2020. Exploration of Leadership , Organizational Culture , Job Satisfaction , and Employee Performance. Technium Social Sciences Journal.

[19.] Robbins, Stephen Peter., and Mary Coulter. 2018. Manajemen, Jilid 1 Edisi 13. Alih Bahasa: Bob Sabran Dan Devri Bardani. Jakarta: Erlangga

[20.] Samsudin. 2016. ManajemenSumber Daya Manusia. Bandung Pustaka Setia.

[21.] Sedarmayanti. 2017. Perencanaan Dan Pengembangan SDM Untuk Meningkatkan Kompetensi, Kinerja Dan ProduktivitasKerja. Bandung: PT Refika Aditama.

[22.] Siswanto. 2018. PengantarManajemen. Jakarta: Bumi Aksara.

[23.] Subekhi, A. & Jauhar, M. 2018. PengantarManajemenSumber Daya Manusia (MSDM). Jakarta: Prestasi Pustaka.

[24.] Suwondo. 2019. HubunganLingkunganKerja, DisiplinKerja Dan Kinerja Pegawai. JurnalManajemen Kinerja. Vol. 17, No. 2

[25.] Syaleh, H. 2019. PengaruhKepemimpinan dan MotivasiTerhadap Kinerja Pegawai Dinas Prasarana Jalan dan Jembatan Wilayah Bukittinggi. JurnalBenefita. https://doi.org/10.22216/jbe.v4i2.2697

[26.] Utama, M. D. P., & Ratna Sari, M. M. 2019. PengaruhKepemimpinan, Kompensasi dan Laba pada KepuasanKerjaKaryawan PT. Bank BukopinTbk. Cabang Denpasar. EJurnalAkuntansi.

[27.] Wibowo. 2019. Perilaku Dalam Organisasi. Jakarta: PT Raja GrafindoPersada

[28.] Widodo, P., Sulisno, M., &Suryawati, C. 2020. PengaruhPenerapan Perilaku Syariah Dalam Pelayanan Keperawatan, Beban Kerja, Dan Kepemimpinan Terhadap Kepuasan Kerja Peraw at Di Rumah Sakit.