

# **The Effect of Leadership and Work Environment on Employee Performance Mediated by Work Motivation in Class III Airport Management Unit Employees (UPBU) Okaba, Merauke District**

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## **Abstract**

*The purpose of this study was to examine the influence of leadership and the work environment, which have a positive and significant effect on employee performance. Work motivation mediates positively and significantly the influence of leadership and the work environment on employee performance. The phenomenon that is the main focus of this research is the insufficient performance condition of class III Okaba UPBU employees, Merauke Regency, based on Passenger and Baggage Inspection, Check-In Services, and Departure Waiting Room Services. Methods of data processing and data analysis in this study using descriptive and quantitative analysis. The population in this study was 35 class III Okaba UPBU employees, Merauke Regency. The sampling technique uses a census technique that takes all employees as samples. Data analysis techniques in this study use path analysis. Collecting data in this study using a questionnaire. The results of the analysis in this study show that: 1). Leadership has a positive (28.8%) and significant (0.009 <0.05) effect on employee performance, 2). The work environment has a positive (49.9%) and significant (0.001 <0.05) effect on employee performance, 3). Work motivation mediates a positive (17.2%) and significant (t-count of 2.233 > t-table of 2.039) effect of leadership on employee performance, and 4). Work motivation mediates a positive (20.1%) and significant (t-count of 2.610 > t-table of 2.039) effect of the work environment on the performance of Class III Okaba Airport Operations Unit (UPBU) employees, Merauke Regency.*

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

## **Introduction**

Class III Okaba UPBU, Merauke Regency is a Class III Airport Operations Unit in the Okaba District, Merauke Regency, which serves flight routes from Class III Okaba UPBU, Merauke Regency, to Mopah Merauke Airport. The performance evaluation of class III Okaba UPBU employees, Merauke Regency, uses indicators of service orientation, integrity, commitment, work discipline, cooperation, and leadership. There are several phenomena that underlie this research, namely the less optimal performance of UPBU class III Okaba employees, Merauke Regency, which is reviewed based on Government Regulation (PP) Number 30 of 2019, namely on service orientation where the attitudes and work behaviour of UPBU class III Okaba employees, Merauke Regency in providing services to the public is less efficient and effective which is proof that there are still many people (passengers) who do not get information from the ticket service, then employees are

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less committed to prioritising the interests of the service which is shown by employees who are less disciplined in their work attendance.

Class III Okaba UPBU employees, Merauke Regency, also lack the will to work to be better every day and lack enthusiasm and enthusiasm in working, which is why these problems still occur to this day. Class III Okaba UPBU employees, Merauke Regency, are unable to work together with their fellow co-workers because employees lack character as role models, motivators, and enablers.

Problems in leadership are reviewed based on the opinion of Mintzberg (1989), namely interpersonal, informational, and decision-making. Leadership is a way for a leader to influence the behaviour of subordinates so they want to work together and work productively to achieve organisational goals (Hasibuan, 2016). A good leader can provide support to his subordinates, and this support is one of the factors that can affect employee performance. This is according to Mathis and Jackson (2006).

In this study, the performance of UPBU class III Okaba employees, Merauke Regency, was indicated to be influenced by the leadership found in UPBU class III Okaba, Merauke Regency. Simanjuntak (2011) stated that company performance and everyone's performance also depended heavily on the ability of its leaders to regulate work systems and to arouse subordinates to work more enthusiastically by developing worker competencies, as well as motivating all employees to work optimally. This is supported by research from Wahyuni (2015), which found that leadership has a positive and significant effect on employee performance. Then, Rayuddin et al. (2018) found that leadership has a positive and significant effect on employee performance. In addition to problems in leadership, problems were found in the work environment. Hasibuan and Bahri (2018) found that the work environment has a positive and significant effect on employee performance, and Idris and Ngatno (2018) found that the work environment has a positive and significant effect on employee performance.

In addition, Moulana et al. (2017) found that the work environment has a positive and significant effect on employee performance. The phenomenon of the work environment is reviewed through the opinion of Sedarmayanti (2017), including the physical and non-physical environment. In its physical environment, Class III Okaba UPBU, Merauke Regency has an inadequate workspace, such as poor internet connection, buildings that look dull, and office equipment that is not fully adequate. The work environment can affect an employee's performance because a human being will be able to carry out activities properly, so an optimal result is achieved if an appropriate environmental condition is shown. The work environment has the meaning of all the tools and materials encountered, the surrounding environment in which a person works, his work methods, and good work arrangements as individuals and as a group. Environmental conditions are said to be good or appropriate if humans can carry out their activities optimally, heal healthily and be comfortable. An unfavourable environment can demand more effort and time and does not support obtaining an efficient system design (Sedarmayanti, 2017).

The leadership conditions and work environment that have been described make the work motivation of class III Okaba UPBU employees, Merauke Regency, not high enough. This is in accordance with the opinion of Sutrisno (2016), which states that the external factors that influence employee motivation are leadership and the work environment. Mangkunegara (2017) suggests that motivation is moving employees

to be able to achieve the goals of their motives. In this study, work motivation is supported by research from Hasibuan and Bahri (2018), who found that work motivation has a positive and significant effect on employee performance. Work motivation is reviewed using the opinion of Kadarisman (2012), namely needs, drivers, and goals. This problem of work motivation is related to the condition of employees' sense of security in their work which is not sufficiently conditioned optimally where the location of class III Okaba UPBU, Merauke Regency is far from urban areas.

## **Literature Review**

### ***Leadership***

Leadership is a way for a leader to influence the behaviour of subordinates so they want to work together and work productively to achieve organisational goals (Hasibuan, 2016). Then, Robbins and Judge (2015) stated that leadership is the ability to influence a group towards achieving a vision or a set of goals. This opinion is supported by the opinion of McShane and Von Glinow (2010), who states that leadership is about influencing, motivating, and enabling others to contribute to the effectiveness and success of the organisation in which they are members.

### ***Work Environment***

Sedarmayanti (2017) states that the work environment is all the tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and as a group. Kegan in Fraser (1993), genetically, each individual has the ability to adapt to the environment with certain patterns of behaviour to deal with environmental problems. However, the formation of a work environment that supports work productivity will lead to job satisfaction for workers in an organisation.

### ***Work Motivation***

Motivation is encouragement from within as a reason underlying enthusiasm for doing something, directing behaviour that companies or organisations need human resources who have high motivation in order to provide good performance and enthusiasm to achieve high work performance. According to Kadarisman (2012), motivation as a driver or driver of behaviour towards achieving goals is a cycle consisting of three elements, namely needs, drives, and goals.

### ***Employee Performance***

Performance, according to Mahmudi (2013), is a multidimensional construct that includes many influencing factors. Meanwhile, according to Mathis and Jackson (2006), it is the work that has been achieved by employees in carrying out their work. The indicators are quantity, quality, reliability, presence, and ability to cooperate. According to Mahsun (2006), performance is a description of the level of achievement of the implementation of an activity or program or policy, realising the goals, objectives, mission and vision of the organisation contained in the strategic planning of an organisation.

## ***Hypothesis***

**H1.** Leadership has a positive and significant effect on Employee Performance at Class III Okaba Airport Administration Unit Employees, Merauke Regency.

**H2.** The work environment has a positive and significant effect on employee performance in Class III Okaba Airport Administration Unit Employees, Merauke Regency.

**H3.** Leadership has a positive and significant effect on Employee Performance which is mediated by Work Motivation in Class III Okaba Airport Administration Unit (UPBU) Employees, Merauke Regency.

**H4.** The work environment has a positive and significant effect on employee performance which is mediated by work motivation in class III Okaba Airport Operations Unit (UPBU) employees, Merauke Regency.

## **Methods**

### ***Sampling and Procedures***

This research was conducted at Class III Okaba Airport, Merauke Regency. In this study, data were obtained using questionnaires which were distributed to employees of the Okaba Class III Airport Management Unit in Merauke Regency with a total of 35 respondents. Respondents were asked to fill out statements that had been made with a Likert scale of 1 (strongly disagree) to 5 (strongly agree). In this study, the analysis technique used is Path Analysis from the SPSS program.

### ***Measures***

#### **Leadership (X1)**

Leadership is a way for a leader to influence the behaviour of subordinates so they want to work together and work productively to achieve organisational goals (Hasibuan, 2016). leadership is measured using a questionnaire developed and distributed to employees and using a Likert scale of 1-5 points with 10 items.

#### **Work Environment (X2)**

The work environment, according to Sedarmayanti (2017) states that the work environment is all the tools and materials encountered, the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as a group. The work environment is measured using a questionnaire developed and distributed to employees and using a Likert scale of 1-5 points with 5 items.

#### **Work Motivation (Z)**

Work motivation, according to Mangkunegara (2017), suggests that motivation is moving employees to be able to achieve the goals of their motives. Work motivation is measured using a questionnaire developed and distributed to employees and using a Likert scale of 1-5 points with 9 items.

### Employee Performance (Y)

Employee Performance According to Mangkunegara (2017), the term performance comes from the word job performance or actual performance (work achievement or actual achievement achieved by a person). Employee performance is measured using a questionnaire developed and distributed to employees and using a Likert scale of 1-5 points with 15 items.

### Data Analysis

Data processing in this study using the path analysis method. Path analysis is the use of regression analysis to estimate the relationship between variables (causal model) which was previously applied to the theory (Ghozali, 2015). for mediation testing in this study using the Sobel test.

Table 1. Characteristics of Class III Okaba Airport Operations Unit (UPBU) Employees, Merauke Regency

Teacher Identity	Category	Frequency	Percentage
<b>Gender</b>	Man	30	<b>14,29%</b>
	Woman	5	<b>85,71%</b>
<b>Total</b>		35	<b>100%</b>
<b>Age</b>	26 s/d 33 Years	6	<b>17,14%</b>
	34 s/d 41 Years	5	<b>14,28%</b>
	42 s/d 49 Years	19	<b>54,28%</b>
	50 s/d 58 Years	5	<b>14,28%</b>
<b>Total</b>		35	<b>100%</b>
<b>Last Education</b>	High School	7	<b>20%</b>
	D3	14	<b>40%</b>
	S1	11	<b>31,43%</b>
	S2	3	<b>8,57%</b>
<b>Total</b>		35	<b>100%</b>
<b>Years of Service</b>	< 1 year	8	<b>22,86%</b>
	1 - 5 Years	27	<b>77,14%</b>
<b>Total</b>		35	<b>100%</b>
<b>Married Status</b>	Married	35	<b>42,3%</b>
	Not Married Yet	0	<b>42,3%</b>
<b>Total</b>		<b>52</b>	<b>100%</b>

Source: Results of primary data processing, 2021

Table 2. First Stage Regression Results (I)

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	2.714	.727		4.453	.010
Leadership	.329	.140	.353	2.167	.018
work environment	.381	.146	.413	2.604	.014

a. Dependent Variable: work motivation

Source: Results of primary data processing, 2021

Table 3. Second stage (II) regression results

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	.583	.779		.749	.460
Leadership	.334	.163	.288	2.043	.009
work environment	.566	.160	.499	3.539	.001
work motivation	.599	.131	.488	3.395	.002

a. Dependent Variable: employee performance

Source: Results of primary data processing, 2021

## Result and Discussion

### Result

Based on table 1, Class III Okaba Airport Management Unit (UPBU) employees, Merauke Regency is dominated by 30 men, 19 employees aged 42-49 years, 14 employees with last D3 education, with 1-5 years of service years as many as 27 employees, and married status as many as 35 employees.

based on the results of regression calculations using the SPSS program, the result showed in Table 2. Based on the regression results in table 2, the path equation is obtained.

$$Z = 0.353X_1 + 0.413X_2$$

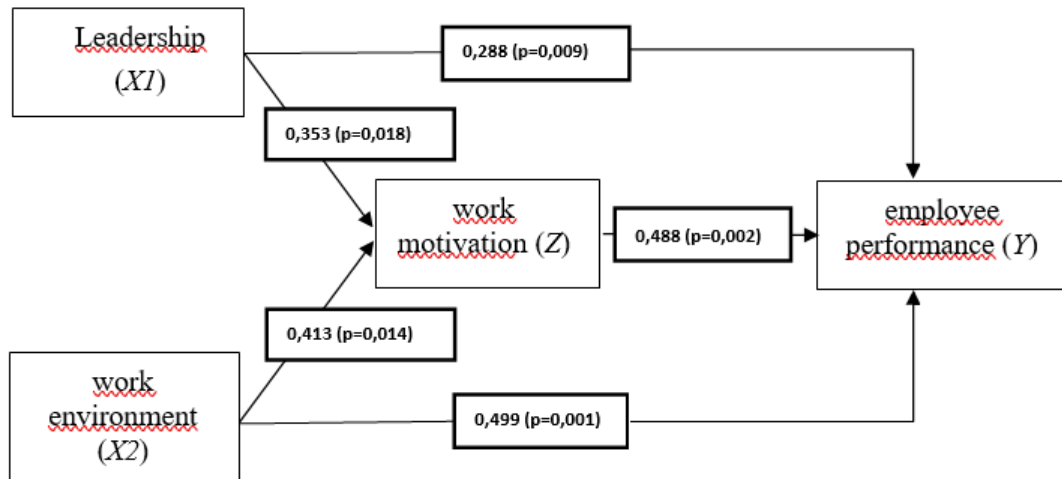


Figure 1. Path Analysis Diagrams  
Source: Results of primary data processing, 2021

Based on the calculation results in table 3, the results of the path equation are as follows:

$$Y = 0.288X_1 + 0.499X_2 + 0.488Z$$

The overall results of regression I and II can be explained in Figure 1 in the form of a path analysis diagram.

### Hypothesis Testing

*Hypothesis 1 (leadership has a direct effect on employee performance at class III Okaba Airport Management Unit (UPBU), Merauke Regency)*

Table 3 explains the influence of leadership (X1) on employee performance (Y), the path coefficient is 0.288 or 28.8% (positive). The results of the calculation of the significance test can be seen that the t-count value is 2.043 >, the t-table value is 2.03951, or the probability value (p) = 0.009 <0.05. This shows that employees have a good leadership spirit, employees can control themselves with their abilities. In addition, employees have good relationships with their subordinates, co-workers and superiors so that it can improve the performance of its employees. Where this supports the objectives of the agency in the Class III Okaba Airport Management Unit (UPBU), Merauke Regency, to be more optimal. Based on this, hypothesis 1 is supported or accepted.

*Hypothesis 2 (work environment has a direct effect on employee performance at class III Okaba Airport Management Unit (UPBU), Merauke Regency)*

Based on table 3 explains the effect of the work environment (X2) on employee performance (Y), the path coefficient is 0.499 or 49.9% (positive). The results of the calculation of the significance test can be seen that the t-count value is 3.539 >, the

Table 4. Direct Effect, Indirect Effect, and Total Effect of Leadership Variables on Employee Performance Mediated by Work Motivation

No	Influence Effect	Path Coefficient	Value Sig.	Description
1	$X_1 \rightarrow Z$	0,353	0,018	Direct Effect
2	$Z \rightarrow Y$	0,488	0,002	Direct Effect
3	$X_1 \rightarrow Y$	0,288	0,009	Direct Effect
4	$X_1 \rightarrow Z \rightarrow Y$	$= 0,353 \times 0,488$ $= 0,172$	-	Indirect Effect
5	$(X_1 \rightarrow Y) + (X_1 \rightarrow Z \rightarrow Y)$	$= 0,288 + 0,172$ $= 0,460$	-	Total Effect

t-table value is 2.03951, or the probability value (p) = 0.001 < 0.05. This shows that the work environment in the Class III Okaba Airport Management Unit (UPBU), Merauke Regency, does not interfere with the activities of its employees at work. Where in this case, employees can improve their performance without any interference from the workplace environment so that employees can work optimally. Based on this, hypothesis 2 is supported or accepted.

*Hypothesis 3 (indirect effect of leadership variables on employee performance with work motivation as mediation at the Okaba Class III Airport Management Unit (UPBU), Merauke Regency)*

The results of the calculation of the path analysis of the influence of leadership (X1) on employee performance (Y) mediated by work motivation (Z) show an indirect effect and a total effect. The following is the calculation of the indirect effect and the total effect.

#### a. Direct Effect

Direct influence is if one variable affects another variable without a third variable mediating (intervening) the two variables (Ghozali, 2015). Here is an analysis of the direct effect:

- 1) The direct effect of X1 on Z = P3  
The direct effect of leadership (X1) on work motivation (Z) is 0.353
- 2) The direct effect of X1 on Y = P1  
The direct influence of leadership (X1) on employee performance (Y) is 0.288
- 3) The direct effect of Z on Y = P5  
The direct effect of work motivation (Z) on employee performance (Y) is 0.488

#### b. Indirect Effect

The indirect effect is if there is a third variable that mediates the two variables (Ghozali, 2015). The influence of leadership (X1) on employee performance (Y) through work motivation (Z):

$$X_1 \rightarrow Z \rightarrow Y = 0,353 \times 0,488 = 0,172$$



## c. Total Effect

The influence of leadership (X1) on employee performance (Y) through work motivation (Z):

$$\begin{aligned} & (X_1 \rightarrow Y) + (X_1 \rightarrow Z \rightarrow Y) \\ & = \text{Direct influence} + \text{indirect influence} \\ & = 0,288 + 0,172 \\ & = 0,460 \end{aligned}$$

Then to test the significance of the indirect influence of leadership (X1) on employee performance (Y) through work motivation (Z) with t-count is as follows:

$$Sp_{3p5} = \sqrt{p_{5^2} Sp_{3^2} + p_{3^2} Sp_{5^2} + Sp_{3^2} Sp_{5^2}}$$

$$Sp_{3p5} = \sqrt{0,488^2 0,140^2 + 0,353^2 0,131^2 + 0,140^2 0,131^2}$$

$$Sp_{3p5} = \sqrt{(0,238) (0,019) + (0,124) (0,017) + (0,019) (0,017)}$$

$$Sp_{3p5} = \sqrt{0,004 + 0,002 + 0,000}$$

$$= 0,077$$

After that, calculate the t-count as follows:

$$\frac{p_{3p5}}{Sp_{3p5}} = \frac{0,172}{0,077} = 2,233$$

Based on these calculations, it states that the t-count value is  $2.233 > t\text{-table}$  is 2.03951 with  $df = 31$  (number of data-total variables). So it can be concluded that the indirect effect of the mediation coefficient of the Beta value (by 0.172 or 17.2%) is significant, which means there is a mediating effect. This shows that the indirect effect of work motivation mediates leadership positively (by 17.2%) and significantly (t-count, which is  $2.233 > t\text{-table}$ , which is 2.03951 with a significance level of 5%) on employee performance.

Furthermore, when compared with the results of testing the direct influence of leadership (X1) on employee performance (Y). The direct effect is greater, as evidenced by the significant Beta value of 0.288 or 28.8%. And when compared with the indirect effect of leadership (X1) on employee performance (Y) through work motivation (Z), it is proven that there is a significant decrease with a Beta value of 0.172 or 17.2%. In this case, work motivation reduces the influence of leadership on employee performance because the Beta value (partially the amount of influence) decreases to 0.172 or 17.2%. In other words, there is a partially mediated effect because the Beta value (partially the of influence) drops from 0.288 or 28.8% to 0.172 or 17.2%.

Table 5. Direct Effect, Indirect Effect, and Total Effect of Work Environment Variables on Employee Performance Mediated by Work Motivation

No	Influence Effect	Path Coefficient	Value Sig.	Description
1	$X_2 \rightarrow Z$	0,413	0,014	Direct Effect
2	$Z \rightarrow Y$	0,488	0,002	Direct Effect
3	$X_2 \rightarrow Y$	0,499	0,001	Direct Effect
4	$X_2 \rightarrow Z \rightarrow Y$	= 0,413 x 0,488 = 0,201	-	Indirect Effect
5	$(X_2 \rightarrow Y) + (X_2 \rightarrow Z \rightarrow Y)$	= 0,499 + 0,201 = 0,700	-	Total Effect

This is in accordance with the mediation role according to Baron and Kenny in Zhao et al. (2010), if the effect of the independent variable on the mediating variable is significant and the effect of the mediating variable on the dependent variable is also significant, then it can be said that the findings of this study support the mediating effect partially (partially mediated).

It can be concluded that there is a partially mediated influence on the research results. Based on this, hypothesis 3 is supported or accepted.

*Hypothesis 4 (indirect effect of work environment variables on employee performance with work motivation as mediation at class III Okaba Airport Management Unit (UPBU), Merauke Regency)*

The results of the calculation of the path analysis of the influence of the work environment ( $X_2$ ) on employee performance ( $Y$ ) mediated by work motivation ( $Z$ ) show an indirect effect and a total effect. The following is the calculation of the indirect effect and the total effect.

#### a. Direct Influence

Direct influence is if one variable affects another variable without a third variable mediating (intervening) the two variables (Ghozali, 2015). Here is an analysis of the direct effect:

- 1) The direct effect of  $X_2$  on  $Z$  = P4  
The direct effect of the work environment ( $X_2$ ) on work motivation ( $Z$ ) is 0.413
- 2) The direct effect of  $X_2$  on  $Y$  = P2  
The direct effect of the work environment ( $X_2$ ) on employee performance ( $Y$ ) is 0.499
- 3) The direct effect of  $Z$  on  $Y$  = P5  
The direct effect of work motivation ( $Z$ ) on employee performance ( $Y$ ) is 0.488

#### b. Indirect Influence

The indirect effect is if there is a third variable that mediates the two variables (Ghozali, 2015). The following is an analysis of the indirect effect: The influence of the work environment ( $X_2$ ) on employee performance ( $Y$ ) through work motivation ( $Z$ ):

$$X2 \rightarrow Z \rightarrow Y = 0,413 \times 0,488 = 0,201$$

c. Total Impact

The influence of the work environment (X2) on employee performance (Y) through work motivation (Z):

$$(X2 \rightarrow Y) + (X2 \rightarrow Z \rightarrow Y)$$

direct influence + indirect influence

$$= 0,499 + 0,201$$

$$= 0,700$$

Then to test the significance of the indirect effect of the work environment (X2) on employee performance (Y) through work motivation (Z) with t-count is as follows:

$$Sp_{4p5} = \sqrt{p_{5^2} Sp_{4^2} + p_{4^2} Sp_{5^2} + Sp_{4^2} Sp_{5^2}}$$

$$Sp_{4p5} = \sqrt{0,488^2 0,146^2 + 0,413^2 0,131^2 + 0,146^2 0,131^2}$$

$$Sp_{4p5} = \sqrt{(0,238) (0,021) + (0,170) (0,017) + (0,021) (0,017)}$$

$$Sp_{4p5} = \sqrt{0,004 + 0,002 + 0,000}$$

$$= 0,077$$

After that, calculate the t-count as follows:

$$\frac{p_{4p5}}{Sp_{4p5}} = \frac{0,201}{0,077} = 2,610$$

Based on these calculations, it states that the t-count value is 2.610 > t-table is 2.03951 with df = 31 (number of data-total variables). So it can be concluded that the indirect effect of the mediation coefficient of the Beta value (by 0.201 or 20.1%) is significant, which means there is a mediating effect. This shows that the indirect effect of work motivation mediates the work environment positively (by 20.1%) and significantly (t-count, which is 2.610 > t-table, which is 2.03951 with a significance level of 5%) on employee performance.

Furthermore, when compared with the results of testing, the direct effect of the work environment (X2) on employee performance (Y). The direct influence is greater, as evidenced by the significant Beta value of 0.499 or 49.9%. And when compared with the indirect effect of the work environment (X2) on employee performance (Y) through work motivation (Z), it is proven that there is a significant decrease with a Beta value of 0.201 or 20.1%. In this case, work motivation reduces the influence of the work environment on employee performance because the Beta value (partially the amount of influence) decreases to 0.201 or 20.1%. In other words, there is a partially mediated effect because the Beta value (partially the amount of influence) drops from 0.499 or 49.9% to 0.201 or 20.1%.

This is in accordance with the mediation role according to Baron and Kenny in Zhao et al. (2010), if the effect of the independent variable on the mediating variable is significant and the effect of the mediating variable on the dependent variable is also significant, then it can be said that the findings of this study support the mediating effect partially (partially mediated).

It can be concluded that there is a partially mediated influence on the results of this study. Based on this, hypothesis 4 is supported.

## ***Discussion***

### **The Influence of Leadership on Employee Performance**

The results of this study use the method of path analysis (path analysis), which shows that the direct influence of leadership (X1) has a positive and significant effect on employee performance (Y). The effect is positive at 0.288 with a significance value of 0.009.

This supports research from Hasibuan and Bahri (2018), which found that leadership has a positive and significant effect on employee performance. Also, research from Rayuddin et al. (2018) found that leadership has a positive and significant effect on employee performance and research from Wahyuni (2015) found the same thing that leadership has a positive and significant effect on employee performance.

Mintzberg (1989) states that there are several indicators in measuring leadership, including: interpersonal, informational, and decisional. Based on interpersonal indicators, employees have good relationships individually, which encourages employees to have optimal performance. Then, on the informational indicator, employees are able to cooperatively manage important information from internal and external, which helps the operational running of UPBU class III Okaba, Merauke Regency, so that employee relations with this information can encourage employees to be able to have optimal performance.

Finally, in a review based on decisional indicators, employees are able to encourage decision-making for strategy formulation at UPBU class III Okaba, Merauke Regency, through their role in providing various considerations, this allows employees to have more optimal performance due to the various considerations given by the employee, it indicates that the employee is able to encourage improvement for UPBU class III Okaba, Merauke Regency.

Based on these three indicators, it can be concluded that the leadership condition of class III Okaba UPBU employees Merauke Regency can improve their performance. The spirit of good leadership in which employees and superiors influence each other both for colleagues and subordinates so that they want to carry out activities together in order to achieve the goals of the work plan that have been determined. Employees and superiors can disseminate information related to work to parties who need it, in addition, as well as employees and superiors can actively develop existing resources at UPBU class III Okaba, Merauke Regency, employees and superiors can be alert and responsive in solving existing problems so that the spirit of leadership that exists in employees and superiors can improve performance optimally.

Based on the results of this study, it is in accordance with the opinion of Hasibuan (2016) which states that leadership is a way for a leader to influence the behavior of

subordinates so that they want to work together and work productively to achieve organizational goals. Then, McShane and Von Glinow (2010) stated that leadership is about influencing, motivating, and enabling others to contribute towards the effectiveness and success of the organization in which they are members. Good leaders can provide support to their subordinates where this support is one of the factors that can affect employee performance, this is according to Mathis and Jackson (2006).

According to Mangkunegara (2017) the term performance comes from the word job performance or actual performance (actual work achievements or achievements achieved by a person). The definition of performance (achievement) is the result of performance in quality, quantity and timeliness achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. In this case a good leader can improve performance results in quality, quantity, and timeliness.

### **The Effect of the Work Environment on Employee Performance**

The results of this study used the method of path analysis (path analysis) which shows that the direct influence of the work environment (X<sub>2</sub>) has a positive and significant effect on employee performance (Y). The effect is positive at 0.499 with a significance value of 0.001.

This supports research from Hasibuan and Bahri (2018) which found that the work environment has a positive and significant effect on employee performance. Then, Idris and Ngatno (2018) found that the work environment has a positive and significant effect on employee performance and Moulana et. al (2017) found that the work environment has a positive and significant effect on employee performance.

Sedarmayanti (2017) states that there are indicators in measuring the work environment including: lighting or light, air circulation, noise, smell, and safety. Based on lighting or light indicators. Employees feel that the lighting or light in the workplace is appropriate and does not interfere with the employee's vision in carrying out work activities, so that employees are encouraged to improve optimal performance. Furthermore, on the air circulation indicator, employees feel that air circulation in the workplace can make employees work with sufficient oxygen levels where the availability of oxygen at UPBU class III Okaba, Merauke Regency provides freshness to employees, this encourages employees to improve optimal performance. On the noise indicator, employees are not disturbed by sounds whose existence is unwanted by the ears of employees in class III Okaba UPBU, Merauke Regency, where employees are encouraged to improve optimal performance.

In addition, on the odor indicator, employees feel that air pollution in the workplace does not interfere with employees' work where employees can concentrate on completing their tasks at work, so that employees are encouraged to improve optimal performance. Finally, on the security indicator, employees feel that the security conditions at UPBU class III Okaba, Merauke Regency feel safe and calm without any disturbances that could endanger the employees themselves, thereby enabling employees to improve their optimal performance.

Based on these environmental indicators, it can be concluded that the working environment conditions at UPBU class III Okaba, Merauke Regency enable employees to improve their performance.

Based on the results of this study, according to the opinion of Sedarmayanti (2017), it states that the work environment is all the tools and materials encountered, the surrounding environment where a person works, his work methods, and work arrangements both as individuals and as a group. The work environment, in this case, includes the condition of employees towards their workplace, which can affect their performance. According to Mahmudi (2013), performance is a multidimensional construct that includes many influencing factors. Armstrong (2010) states that one of the factors that can affect employee performance is the factor system. The factor system is a work system and facilities provided by the organization to its employees.

### **The Influence of Leadership on Employee Performance Mediated by Work Motivation**

Based on the results of path analysis, it can be seen that the direct influence of leadership (X1) on work motivation (Z) is 0.353. The direct influence of leadership (X1) on employee performance (Y) is 0.288. The direct effect of work motivation (Z) on employee performance (Y) is 0.488. Meanwhile, the indirect effect of leadership (X1) on employee performance (Y) is mediated by work motivation (Z) of 0.172. For the total effect of leadership (X1) on employee performance (Y) mediated by work motivation (Z) is 0.460. With the Sobel test, it was obtained that t-count was 2.233 > t-table 2.03951 at a significance level of 0.05.

Furthermore, when compared with the results of testing the direct influence of leadership (X1) on employee performance (Y). The direct effect is greater as evidenced by the significant Beta value of 0.288 or 28.8%. And when compared with the indirect effect of leadership (X1) on employee performance (Y) through work motivation (Z), it is proven that there is a significant decrease with a Beta value of 0.172 or 17.2%. In this case work motivation reduces the influence of leadership on employee performance because the Beta value (partially the amount of influence) decreases to 0.172 or 17.2%.

In other words, there is a partially mediated effect because the Beta value (partially the amount of influence) drops from 0.288 or 28.8% to 0.172 or 17.2%. This is in accordance with the mediation role according to Baron and Kenny in Zhao et. al (2010), if the effect of the independent variable on the mediating variable is significant and the effect of the mediating variable on the dependent variable is also significant, then it can be said that the findings of this study support the mediating effect partially (partially mediated).

This supports research from Rayuddin et. al (2018) who found that work motivation mediates a positive and significant effect of leadership on employee performance, research from Wahyuni (2015) found that work motivation mediates a positive and significant influence of leadership on employee performance. Mintzberg (1989) states that there are several indicators in measuring leadership, including: interpersonal, informational, and decisional. Based on interpersonal indicators, between employees have good relationships individually which makes employees motivated to be more motivated at work. Then, on the informational indicator, on this indicator, UPBU class III Okaba, Merauke Regency distributes information to all of its employees without any differences where overall disclosure of job information is given to its employees according to their respective roles. This is what encourages employees to be motivated at work.

Finally, in a review based on decisional indicators, employees are able to encourage decision making for strategy formulation at UPBU class III Okaba, Merauke Regency through their role in providing various considerations, giving considerations made by employees indicates that employees are given the flexibility to provide suggestions constructive, this makes employees more motivated at work.

Based on a review of these leadership indicators, it is able to encourage employees to be motivated at work. Employee motivation is reviewed using the opinion of Kadarisman (2012) which includes: needs, drivers, and goals. Based on indicators of need, employees feel that getting a salary, old age security, and health insurance while working at UPBU Class III Okaba, Merauke Regency can encourage employees to improve their performance. Then, in the driving indicators, employees feel safe at work, can develop themselves, and are given new ways of working so that employee performance can increase. In terms of objective indicators, employees feel that UPBU class III Okaba, Merauke Regency has clear and measurable goals, so that this is able to encourage employees to work optimally.

Mangkunegara (2017) states that there are principles needed to increase work motivation, namely: the principle of participation, the principle of communication, the principle of recognizing the contribution of subordinates, the principle of delegating authority, and the principle of giving attention. This means that leaders must be able to provide opportunities for subordinates to participate in setting goals to be achieved by leaders, communicate to subordinates everything related to efforts to achieve tasks, be able to recognize that subordinates have a stake in efforts to achieve goals, give authority or authority to subordinates, and pay attention to what subordinates want.

This opinion is reinforced by the opinion of Sutrisno (2016) which states that one of the factors that influence motivation is a fair leader. Both of these opinions support that leadership is able to have an influence on work motivation which then work motivation can have an influence on performance in accordance with the opinion of Davis in Mangkunegara (2017).

Based on this research, it can be concluded that leadership influences work motivation which then work motivation influences the performance of UPBU class III Okaba employees, Merauke Regency.

### **The Influence of the Work Environment on Employee Performance Mediated by Work Motivation**

Based on the results of path analysis, it can be seen that the direct effect of the work environment (X2) on work motivation (Z) is 0.413. The direct effect of the work environment (X2) on employee performance (Y) is 0.499. The direct effect of work motivation (Z) on employee performance (Y) is 0.488. Meanwhile, the indirect effect of the work environment (X2) on employee performance (Y) is mediated by work motivation (Z) of 0.201. For the total effect of the work environment (X2) on employee performance (Y) mediated by work motivation (Z) is 0.700. With the Sobel test, it was obtained that t-count was 2.610 > t-table 2.03951 at a significance level of 0.05.

Furthermore, when compared with the results of testing the direct effect of the work environment (X2) on employee performance (Y). The direct influence is greater as evidenced by the significant Beta value of 0.499 or 49.9%. And when compared with the indirect effect of the work environment (X2) on employee performance (Y)

through work motivation (Z), it is proven that there is a significant decrease with a Beta value of 0.201 or 20.1%. In this case work motivation reduces the influence of the work environment on employee performance because the Beta value (partially the amount of influence) decreases to 0.201 or 20.1%. In other words, there is a partially mediated effect because the Beta value (partially the amount of influence) drops from 0.499 or 49.9% to 0.201 or 20.1%. This is in accordance with the mediation role according to Baron and Kenny in Zhao et. al (2010), if the effect of the independent variable on the mediating variable is significant and the effect of the mediating variable on the dependent variable is also significant, then it can be said that the findings of this study support the mediating effect partially (partially mediated).

This supports research from Idris and Ngatno (2018) who found that work motivation positively and significantly mediates the effect of the work environment on employee performance. A similar finding was found by Moulana et. al (2017) who found that work motivation positively and significantly mediates the effect of the work environment on employee performance.

Sedarmayanti (2017) states that there are indicators in measuring the work environment including: lighting or light, air circulation, noise, smell, and safety. Based on lighting or light indicators. Employees feel that the lighting or light in the workplace is appropriate and does not interfere with the employee's vision in carrying out work activities which makes employees motivated to be more motivated at work. Furthermore, on the air circulation indicator, employees feel that air circulation in the workplace can make employees work with sufficient oxygen levels where the availability of oxygen at UPBU class III Okaba, Merauke Regency provides freshness to employees, this encourages employees to be motivated in it works. On the noise indicator, employees are not bothered about sounds whose existence is unwanted by the ears of employees in class III Okaba UPBU, Merauke Regency, where employees are encouraged to be motivated at work.

In addition, on the odor indicator, employees feel that air pollution in the workplace does not interfere with employees' work where employees can concentrate on completing their tasks at work, so that employees are encouraged to be motivated at work. Finally, on the security indicator, employees feel that the security conditions at UPBU class III Okaba, Merauke Regency feel safe and calm without any disturbances that could endanger the employees themselves, so that employees can be motivated to work.

Based on these environmental indicators, it can be concluded that the working environment conditions at UPBU class III Okaba, Merauke Regency enable employees to improve their performance.

Based on the review of the work environment indicators, it is able to encourage employees to be motivated in their work. Employee motivation is reviewed using the opinion of Kadarisman (2012) which includes: needs, drivers, and goals. Based on indicators of need, employees feel that getting a salary, old age security, and health insurance while working at UPBU Class III Okaba, Merauke Regency can encourage employees to improve their performance. Then, in the driving indicators, employees feel safe at work, can develop themselves, and are given new ways of working so that employee performance can increase. In terms of objective indicators, employees feel that UPBU class III Okaba, Merauke Regency has clear and measurable goals, so that this is able to encourage employees to work optimally.



Rivai (2009) one of the factors that can influence work motivation is pleasant environmental conditions. This is confirmed by the opinion of Sutrisno (2016) which states that one of the external factors that can affect work motivation is the condition of the work environment related to the infrastructure and facilities available.

This work motivation can affect employee performance because the condition of employee motivation at work will show the employee's performance at work, so this is in accordance with the opinion of Mangkunegara (2017).

Based on this research, it can be concluded that the work environment influences work motivation which then work motivation influences the performance of UPBU class III Okaba employees, Merauke Regency.

## **Conclusion**

Based on the results of the research and discussion, it can be concluded that:

1. Leadership has a positive and significant effect on employee performance at class III Okaba Airport Administration Unit Employees, Merauke Regency.
2. The work environment has a positive and significant effect on employee performance at Class III Okaba Airport Management Unit Employees, Merauke Regency.
3. Work motivation mediates the influence of leadership on employee performance at class III Okaba Airport Management Unit Employees, Merauke Regency.
4. Work motivation mediates the influence of the work environment on employee performance at class III Okaba Airport Management Unit Employees, Merauke Regency.

## ***Management Implication***

Based on the results of this study, it can be concluded that several suggestions include:

*For class III Okaba Airport Management Unit (UPBU), Merauke Regency*

From the results of the study it can be seen that the influence of leadership on employee performance is greater than the influence of leadership on employee performance which is mediated by work motivation. The role of employees (UPBU) class III Okaba, Merauke Regency must be able to provide protection for passengers through information that must be conveyed so that passengers can have a smoother journey, especially the lack of publications from (UPBU) class III Okaba, Merauke Regency, this supposed to make the party (UPBU) class III Okaba, Merauke Regency have to be able to manage a special website that contains flight information, ticket sales, and so on. In addition, the task of the leader (UPBU) class III Okaba, Merauke Regency must control other employees in order to achieve discipline and work order, because (UPBU) class III Okaba, Merauke Regency is a relatively new airport so adjustments are needed for its employees in which case the leader must be able to take a persuasive or direct approach to other employees. Leaders must be able to provide a concrete example based on the applicable

provisions in (UPBU) class III Okaba, Merauke Regency so that employees can be motivated to work in improving more optimal performance.

Furthermore, from the research results it can be seen that the influence of the work environment on employee performance is greater than the effect of the work environment on employee performance which is mediated by work motivation. Therefore, the working environment conditions for employees at UPBU class III Okaba, Merauke Regency must renovate the design of the work space for its employees so that the work space can feel cool and comfortable. In addition, the UPBU class III Okaba, Merauke Regency must always be active in consolidating security forces, especially the TNI-Polri so that they can work together regarding airport security, in this case the UPBU class III Okaba, Merauke Regency must ask for recommendations so that the TNI- Polri can send its soldiers (PAM).

#### *For the Academic Community*

This research can be developed through several variables outside of this research.

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