
**The Role of Employee Engagement in The Influence of Leadership Style,
Motivation and Work Environment on Employee Performance of
The State Civil Apparatus in The Environment Government of
The Riau Islands Province**

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Abstract:

The efficiency and work ethic of staff play a role, in shaping the effectiveness of government operations and public services. Therefore, the aim of this study is to gain an understanding of the factors influencing employee performance particularly focusing on how loyalty to the organization interacts with leadership, motivation and workplace conditions. The primary objective of this research is to explore whether engagement in activities has an impact on governmental policies and operations. A sample size of 357 individuals was selected using the Krejcie and Morgan (1970) method out of a pool of 4912 participants for this study. The data gathered from a survey distributed via Google Forms was analyzed using SmartPLS software. The findings suggest that employee performance is directly influenced by conditions, motivation and employee engagement. Interestingly when employees serve as intermediaries their performance is not affected by leadership style but rather, by their work environment and level of motivation.

Keyword: leadership style, motivation, work environment, employee engagement, employee performance

1. Introduction

As a government entity the Riau Islands Provincial administration is tasked with delivering services to the community residing in the region. The effectiveness and caliber of servants or provincial staff play a role, in ensuring the smooth functioning of governmental operations and public amenities. The primary aim of Legislation Number 5 of 2014 concerning Indonesian State Civil Servants is to enhance service quality, professionalism, transparency, efficiency and efficacy in public service delivery. Additionally, it aims to elevate the welfare of servants optimize human resource management practices and foster public awareness regarding the values and ethics upheld by servants.

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Leadership is the exercise of power without coercion (non-coercive) to achieve an organization's vision and objective, to urge organisational members to move harmoniously in reaching goals, and to assist decide and develop a successful organisational culture (Griffin, 2004). Leadership is considered as the capacity to influence and manage people to accomplish maximum outcomes with least friction and hard effort. Leadership is also creative and planned strength, passion, and morals (De Hoogh, 2008).

Two elements impact employee job motivation: the motivation factor and the hygiene factor. The motivating component comes from within each officer. Meanwhile, the hygiene element is a driving force that originates outside of the person, particularly from the organisation or institution where they work. Outside incentive generally comes in the form of salary and a supportive work environment for the individual (Teck-Hong & Waheed, 2011). Work motivation is recognized as the drive to act toward a particular goal, which takes place conscious or unconscious in an individual. As a result, work motivation can have a massive influence on a person's professional, educational and lifestyle. With the support of motivational energy, each task performed becomes simpler and faster. Theories related to work motivation draw the conclusion to motive rather than ability, because it will require more of one person to perform an activity than the other.. (Dal Forno & Merlone, 2010).

Regarding the workplace, (Robbins ,2008) contends that it is a component of the organizational environment, which is planned with consideration for various tasks inside the company to foster a positive attitude for employees. Stated differently, Mardiana (2005) clarified that the workplace is the setting in which workers do their regular tasks. According to (Purbasari and Septian, 2017) a positive work atmosphere can motivate staff members to perform at their highest level. Employee productivity increases in a positive work environment when they are able to accomplish their goals. The way the workspace is set up fosters a working connection that connects the workspace to the surroundings. Employees who work in a nice setting are more likely to feel at ease and produce their best work. Conversely, insufficient working environment circumstances would negatively affect staff productivity levels. The way employees perform will be impacted by this. Employees may perform well and boost productivity in a positive and supportive work environment, and vice versa.

The success of a company in enhancing employee performance is said to be influenced by employee engagement. According to (Lockwood, 2007) employee engagement manifests itself in three distinct behaviors and is defined as an intellectual and emotional link of dedication to the business by workers. The first behavior is for workers to speak well about the company to stakeholders and consumers. The workers' strong desire to join the organization is their second behavior. Employees that exhibit the latter conduct put out more effort and provide better results to support the organization's success.

2. Theoretical Background

The Influence of Leadership Style on Employee Performance

Leadership styles that show care and respect for employees, as described by (Demirtas & Akdogan, 2015) have significant theoretical influence. This approach reflects elements of transformational leadership theory, where leaders motivate subordinates by attending to their needs and building positive relationships. In addition, Herzberg's motivation theory emphasises that factors such as recognition and job satisfaction can improve employee performance. A leadership approach that pays attention to and values employees, as described by (Özer & Tınaztepe, 2014), when employees feel valued for their contributions, this can create a positive organisational climate, in accordance with organisational climate theory and participation theory. In a study by (Lolowang et al. 2019), the null hypothesis that the value of leadership weakens positively with employee performance is rejected as a result of data analysis. (Amoako-Asiedu & Obuobisa-Darko, 2017) His research also found that team attitudes and performance does not seem to be directly influenced by leadership. (Yanti et al., 2022) Moreover, he found in his study that employee performance is not affected by leadership style.

H1: There is no substantial relationship between leadership style and employee performance.

The Influence of Motivation on Employee Performance

According to (Terry and Rue, 2019) motivation is defined as an effort to encourage someone to provide a high level of effort. (Robbins and Timothy, 2013) describe motivation as a process that includes intensity, direction and individual belief in achieving goals. This statement provides a more detailed picture of the elements involved in motivation, including how strongly, in what direction, and with what confidence individuals strive to achieve their goals. This statement also links motivation to employee performance. Employee performance, as defined by (Sutrisno, 2010), refers to employee achievement in their tasks that contributes to the company's success in meeting organisational goals. The relationship between a person's motivation and their contribution to an organization's success has been established (Riyanto et al., 2021) that the performance of employees has a positive relationship with motivational factors determined employee performance indicators. (Chien et al., 2020), whom his research findings indicated that motivation has a strong positive influence on employee performance. (Kuswati, 2020) added that the results of his research showed that motivation had a positive and significant effect on employee performance.

H2: Employee performance and motivation have a direct connection.

The Influence of the Work Environment on Employee Performance

According to Barry and Heizer (2001), the work environment is a physical setting that has an impact on employee performance, safety, and quality. The work environment

offers security and helps employees to perform properly, which might impact employee moods. Employees who love their work environment will enjoy spending time at work to complete certain tasks, will use their work time effectively and optimally, and will perform well. According to (Jusdiana Ahmad & Mustari, n.d.; 2022), two types of variables might impact employee performance: individual and situational. Individual variables may be identified in a variety of ways, including ability, physique, motivation, and other individual qualities that vary among employees. Situational elements that impact an employee's level of performance include the state of buildings and infrastructure, a quiet space, strong employee relations, and leaders that understand their employees' requirements. According to Masdani (1978), two things impact an employee's tranquilly and excitement for work: 1) personality traits and one's own emotional life. 2) External influences, which include the home environment and family life, as well as those specific to the workplace. This is consistent with study undertaken by (Sugiharjo et al, 2022), This leads to the conclusion that aspects of the workplace affect worker productivity. Employee happiness and performance will improve in a work environment that is well-lit, safe, and fulfils all physical and non-physical needs.

H3: The work environment has a considerable impact on employee performance.

The Effect of Employee Engagement on Employee Performance

According to several research, improving employee engagement is an essential approach to increase employee performance. According to research (Christian et al., 2011), Job performance, task performance, organisational citizenship behaviour, volunteerism, emotional commitment, continuance commitment, psychological environment, and customer service are all enhanced by high levels of employee engagement. The performance and success of an organisation is directly influenced by employee performance outcomes. Various studies have shown that improving employee performance requires increasing employee engagement. Employee involvement can result in better performance on a number of counts. High employee engagement improves task performance, job performance, organisational citizenship behaviour, volunteerism, productivity, emotional commitment, psychological environment, and customer service. A literature review based on several theories concluded that employee engagement can increase performance through a medley of forces. A variety of individual performance research findings were pointed to as indicating that individual performance and engagement were related. The study of (Fidyah & Setiawati, 2023) Style (Abdullahi et al., 2021) there is positive and significant correlation between employee engagement and performance.

H4: Employee engagement has a substantial effect on employee performance.

The Influence of Leadership Style on Employee Engagement

(Schaubroeck, Lam, & Peng, 2011) shown that the impact of leader behaviour on team performance is entirely mediated by the team's beliefs and psychological state. According to Özaralli (2003), transformational leadership predicts subordinate empowerment. Additionally, Fonseca Da Costa Guterresa et al. (2020) observed that more team members experiencing team empowerment led to higher team effectiveness. A person expresses employee engagement by feeling it, and then acting on it to achieve organizational objectives. Employee involvement is an emotional or mental condition where employees do job tasks and responsibilities because they are part of the company's success story. However, the concept of Anitha (2020) that involves stipulations like leadership, team and co-workers, training and career development, compensation, organizational policies, work welfare and work environment was selected as a means for assessing employee engagement. Wiguna (2022) concluded that the type of leadership style had no significant impact upon levels of employee engagement. In particular instances wherein no form of help could be offered by these workers in dealing with any challenges at work.

H5: Leadership style has no substantial impact on employee engagement.

The Influence of Motivation on Employee Engagement

(Jason A., Jeffery, and Michael, 2014) emphasises that motivation, whether internal or external, is critical in establishing a related business. Motivation governs the direction, intensity, and perseverance of labour. Motivation is viewed as a significant aspect because good employee performance necessitates a mix of talent and motivation. According to the psychology literature and research on how individuals take on roles, employee engagement is a condition where motivated employees are optimistic, highly focused, passionate, and want to do their best to support the long-term and sustainable success of the organisation. (Roberts Otyola et al., 2023) discovered that motivation and employee engagement were positively related in his study. Given that research shows there is a strong correlation between motivation and employee engagement. This means that well-motivated employees go above and above to accomplish organisational goals through engagement. (Ferinia et al., 2016) discovered that motivation and employee participation had a strong link, implying a large beneficial influence.

H6: Motivation has a significant effect on employee engagement.

The Influence of the Work Environment on Employee Engagement

The work environment is a place where employees perform their duties, which may have both good and negative effects on their ability to fulfil their goals. A suitable work environment will improve employment continuity, whilst a less conducive work environment would reduce it. The work environment is a location where a variety of groups work together to achieve corporate goals in accordance with the firm's vision and purpose (Lestary & Harmon, 2017). Employee participation is defined as employee

passion for work, which comes when people devote their energy to work that aligns with the company's strategic aims (Vellya, Pio, & Rumawas, 2020). The work environment is significantly and positively affected by employee engagement, according to (Firnanda & Wijayati, n.d.). If the conditions of their work environment are very good, employees will be highly motivated and feel satisfied, happy, safe, comfortable and relaxed. There is a good correlation between employee engagement and the quality of the work environment as shown by (Hidayat, 2023) who points out that a good work environment influences employee engagement. Employee engagement always has link to working environment such as what was found in research conducted by (Jennifer & Asri, 2022). Accordingly, for employees to be comfortable and ready for work so as to enhance their performance as substantiated by the results of the data tests; it is essential that companies maintain their respective work environments properly.

H7: The work environment has a significant effect on employee commitment.

The Influence of Leadership Style on Employee Performance with Employee Involvement as Mediator

A leader's approach to leadership either overtly or covertly demonstrates his belief in the abilities of his followers. This suggests that a leader can influence the performance of his subordinates with a variety of behaviours and approaches that are a combination of ideas, skills, talents and attitudes. The classification of leadership kinds is based on leadership style (Irwan et al., 2020). According to Katili et al. (2021), employee engagement is positively affected by leadership style. Leadership style has been found to affect employee performance positively; moreover, leadership through employee engagement impacts on performance more than direct leadership does. The outcomes of this study also suggest that staff involvement affects more the relationship between leader behavior and individual performance. Hence, an effective mediator for employee performance can be found in the aspect of employee commitment. Transformational leadership style effect towards employee engagement can be seen as an increase in employees' sense of belonging to their company or connection with their companies according to (Aferi et al., n.d.).

H8: Employee engagement as mediation has no substantial impact on leadership style and employee performance.

The Influence of Motivation on Employee Performance with Employee Involvement as Mediator

According to (Schaufeli et al., 2002), employee engagement is a good phenomenon characterised by unmistakable devotion to the organisation. Employee engagement defines and assesses positive and negative emotional ties. This affects employees' views towards their employment, their friends, and the organisation as a whole (Ngwenya & Pelsler, 2020). According to the findings of (Siswanto et al., 2021), employee participation mediates the association between job motivation and employee

performance. Motivation is an important factor in completing job. Various factors might contribute to employees' lack of motivation at work.

H9: Motivation has a substantial impact on employee performance, with employee engagement working as a mediator;

The Influence of the Work Environment on Employee Performance with Employee Involvement as Mediation

Amiroso (2015) provides a clean working space which can be kept tidy, with fewer noise levels and appropriate lighting, controlled humidity and air temperature, staff service standards, the use of appropriate colors, and the availability of facilities such as washrooms, changing rooms and places of worship. Kelidbari et al (2011) argue that employee performance is one critical aspect of an organization hence managers must work hard to keep it in control. Bayraktaroğlu (2013) points out that performance is very significant for getting strong organizational ground. In order to succeed in this area, it is necessary to properly appraise performance. According to Muda et al (2014), Employee Performance refers to total quantum of output made within policy guidelines and time constraints for quality purposes only. In their study Novindra & Poerwita Sary (n.d.) reported that the coefficient of determination test for physical work environment variables and employee engagement was positive towards employee performance. This reflects that work environment has a direct relationship with employee engagement in explaining some aspects of employee performance. They also found there are positive relationships between employees' level of engagement in their job and their working conditions among public sector employees (Masharyono et al., 2023). It means when situations at workplace improve.

H10: The work environment has a considerable impact on employee performance, with employee participation contributing as a mediator.

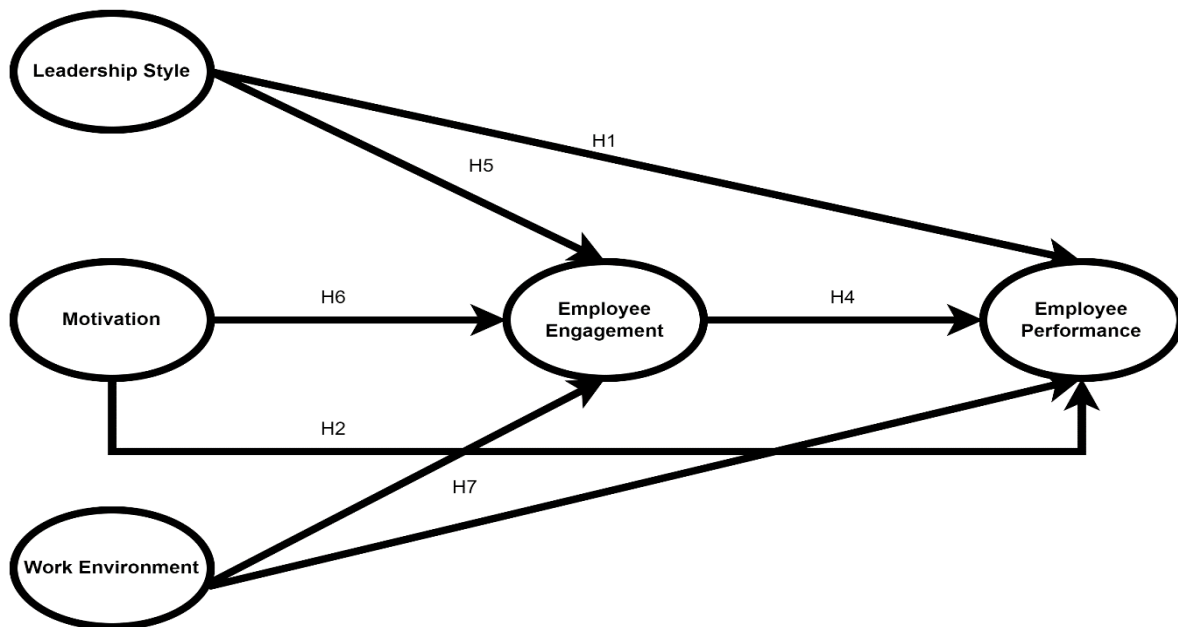


Figure 1. Research Model

3. Methodology

By using statistics for data analysis and numbers for quantitative assessment, this study falls into the category of descriptive quantitative research. With these research characteristics, it is evident that mediating variables such as employee engagement and performance and independent factors such as leadership style, motivation, and work environment are interrelated. A population is an area for generalization that consists of items or individuals that the researcher has selected to examine and draw conclusions from. These items and persons have certain qualities and traits (Sugiyono, 2012). The 4412 state public employees that work for the Riau Islands Provincial Government make up the study's population. By using the method proposed by Krejcie and Morgan (1970), 357 people should be included in the sample for a population of 4912. State civil authorities, both male and female, between the ages of 20 and 60, with degrees ranging from high school to doctorates and between five and more years of work experience, are the focus of the study. Primary data collected through the distribution of self-completed questionnaires by respondents is utilized in this study. A Google form has been created to house the questions. The smartPLS 3.3 software and the partial least squares (PLS) approach are employed in the data analysis system. By analyzing structural and measurement data, PLS is used to model relationships between variables. Researchers may analyze and characterize complex relationships between variables in research models more extensively thanks to this method.

4. Empirical Findings/Result

The disseminated questionnaire findings explain the description of study respondent data in the form of respondent characteristics categorised by gender, age, education, and

length of employment. Respondents are persons who have completed surveys issued using Google Forms and submitted information or data to researchers in order for the data to be tested. This study's sample consisted of 357 state public officials. The following is a description of respondents' characteristics, including gender, age, greatest level of education, and length of employment.

Table 1. Respondent Profile

Characteristics	Description	Total	Persentase
		(People)	(%)
Gender	Man	189	52,9
	Woman	168	47,1
Age	20 - 29	101	28,3
	30 - 39	107	30,0
	40 - 49	122	34,2
	50 - 60	27	7,6
	Other	20	5,6
Most Recent Education	High school	80	22,4
	Diploma	33	9,2
	Bachelor	203	56,9
	Postgraduate	38	10,6
	Doctor (S3)	1	0,3
	Other	2	0,6
Work Experience	5 - 10	156	43,7
	10 - 15	103	28,9
	15 - 20	65	18,2
	> 20	33	9,2

Source: Primary data processed using SPSS Statistics version 21, 2023

Riau Islands Province in recruiting candidates for state civil servants never differentiates between male and female gender so that in the recruitment process everyone has the right to take the test and become a state civil servant in Riau Islands Province so that there is no bias between men and women. Many of the formations opened for recruitment of candidates for state civil servants are intended for undergraduate graduates, so that currently the majority of graduates are becoming state civil servants in the Riau Islands Province Riau Islands Province was established on September 24 2002 so that many state civil servants in the Riau Islands Province have worked for more than 10 - 15 years, and also in 2014 recruitment was opened for civil servant candidates with a total of more than 200 people and also in 2014 In 2021, the government opens up opportunities for honorary teachers and medical personnel with more than 5 years of service to be appointed as Government Employees with a Work Agreement so that this year the total number of state civil servants in the Riau Islands Province is 4912 people.

Table 2. Average Variance Extracted (AVE)

	<i>Average Variance Extracted (AVE)</i>
Employee Engagement	0,686
Employee Performance	0,663
Leadership Style	0,647
Motivation	0,669
Work environment	0,598

Source: Primary data processed using smartpls 3, 2023.

Average Variance Extracted (AVE) demonstrates that the Average Variance Extracts value for every variable is more than 0.5. This study demonstrates that each variable significantly contributes to its own total variation in the assessed construct. In other words, the measurement findings show that the model under test has no concerns with Convergent Validity. This implies that the model's variables have adequate correlations and accurately measure the intended construct. Confidence in the validity of the model's constructs can give a solid foundation for understanding the outcomes of additional study. Based on the reliability test findings shown in Table 2, it is possible to infer that all variables are trustworthy since their composite reliability value exceeds 0.5.

Table 3. Composite Reliability and Cronbach's Alpha

	Composite Reliability	Cronbach's Alpha
Employee Engagement	0,972	0,969
Employee Performance	0,962	0,957
Leadership Style	0,953	0,945
Motivation	0,941	0,929
Work environment	0,954	0,948

Source: Primary data processed using smartpls 3, 2023.

Reliability is a metric that indicates whether or not the responses to a questionnaire are consistent. (Sujarweni 2015). Cronbach's Alpha, Spearman Brown, Kristoff, Angoff, and Rullon are some of the formulae often used in reliability testing. All question items can be tested concurrently for reliability. Cronbach's Alpha values more than 0.60 (6%) indicate reliability, whereas those less than 0.60 (6%) indicate unreliability. Based on the reliability test findings in Table 3, it can be stated that all variables are trustworthy because their composite reliability value exceeds 0.6.

Table 4. Path Coefficients

	T Statistics (O/STDEV)	P Values
Leadership Style -> Employee Performance	1,695	0,090
Motivation -> Employee Performance	3,255	0,001
Work Environment -> Employee Performance	2,319	0,021

	T Statistics (O/STDEV)	P Values
Employee Engagement -> Employee Performance	11,565	0,000
Leadership Style -> Employee Engagement	1,673	0,095
Motivation -> Employee Engagement	3,064	0,002
Work Environment -> Employee Engagement	6,094	0,000

Source: Primary data processed using smartpls 3, 2023.

The bootstrapping approach was used to generate route coefficients and analyse the overall findings of the study hypothesis. If the statistical T value surpasses the threshold of 1.96 or the P-value is less than 0.05, the results are statistically significant (according to the standards described in Hair et al., 2011). Based on the facts reported in Table 4, the following inferences may be drawn from the path coefficient results above:

- a. Leadership style has a negative and small effect on employee performance, as indicated by a T statistic of 1.695 and a P value of 0.090.
- b. Motivation has a positive and significant effect on employee performance, as indicated by a T statistic of 3.255 and a P value of 0.001.
- c. Employee performance has a positive and significant effect on working conditions, as indicated by a T statistic of 2.319 and a P value of 0.021.
- d. Employer involvement has a positive and significant effect on employee performance, as indicated by a T statistic of 11.565 and a P value of 0.000.
- e. Leadership style has a negative and insignificant effect on employee performance, as indicated by a t-statistic of 1.673 and a p-value of 0.095.
- f. The T statistic of 3.064 and the P value of 0.002 indicate that there is a positive and significant relationship between motivation and employee engagement.
- g. The work environment has a positive and significant effect on employee engagement, as indicated by a T statistic of 6.094 and a P value of 0.000.

Table 5. Specific Indirect Effects

	T Statistics (STDEV)	P Values
Leadership Style -> Employee Engagement -> Employee Performance	1,665	0,096
Motivation -> Employee Engagement -> Employee Performance	2,909	0,004
Work Environment -> Employee Engagement -> Employee Performance	5,256	0,000

Source: Primary data processed using smartpls 3, 2023.

This study examined both direct and indirect effects. Testing indirect effects can help researchers demonstrate the relevance of mediating variables. The requirements need a

T-statistic value of less than 1.96 and a P-value greater than 0.05. Table 5 shows the conclusions based on the indirect impacts discussed above:

- a. Given that the P value is 0.095 and the T statistic is 1.665, there is a weak and negative correlation between leadership style and employee performance, with employee involvement acting as a mediator.
- b. With employee involvement as a mediator with a T statistic of 2.909 and a P value of 0.004, there is a direct and significant relationship between employee motivation and performance.
- c. The work environment has a positive and substantial impact on employee performance, with employee participation acting as a mediator, as evidenced by the T statistic of 5.256 and the P value of 0.000.

5. Discussion

The results revealed that there is no relationship between leadership style and employee performance and it supports the previous (Amoako-Asiedu & Obuobisa-Darko, 2017) and (Yanti et al., 2022) research. This may be caused so since the leader is not bothered to get the feedback from the subordinates or the subordinates are not recognized and appreciated when they are doing well. Motivation has a clear beneficial effect on employee performance, as the results of this study show. The findings of this study are applicable to the research carried out by the researchers (Riyanto et al., 2021) and (Chien et al., 2020). A Workplace can be more productive than personal one and it has a large impact on how much people work. The same result was made by a study (Sugiharjo et al., 2022) who. Employee engagement has a positive and profound value to performance. This is in agreement with other recent works by (Ali et al., n.d.), (Fidyah & Setiawati, 2023), and (Abdullahi et al., 2021). The results is negatively and unimportant link between leadership style and employee engagement; The findings of this study are in agreement with the study of (Wiguna & Augustine, 2022). This can be accomplished by such leaders who perceive that officers are not involved in everything they do. Based on the research, associated engagement and motivation in employees show a positive and fairly impressive correlation. in his case several studies have shown this relationship such as (Singh 2016), (Roberts et al. 2023) and (Ferinia, 2016). Based on the findings of (Katili et al., 2021) and (Aferi et al., 2023), the working enviroment influences employee engagement positively and significantly It is suitable for organizations that are environmentally conscious, prioritize long-term benefits, and seek to improve their overall sustainability and economic resilience. The leadership style is bounded to their negative and insignificant effects on employees' performance where employees' engagement is the mediator. This finding coincides with the study by (Aferi, 2023).

6. Conclusions

From the finding of the research, leadership style makes a difference of more than half with the employee performance; however, the work environment, motivation and

employee involvement have a major impact. It is the same with leadership style that does not show much change on employee engagement and their engagement is directly linked to work environment and motivation, which have a positive and considerable impact. In the unmediated relationship, employee satisfaction and motivation outcomes have a strong influence on the level of employee productivity, whereas employee involvement has no impact on employee performance as the leadership style is mediated. These approaches may be applied to organisations so that they can apply more effective methods to improve the performance of employees, such as staff learning and development, better workplace and achievement recognition. Thus, the aim is to have organizational Policies to improve and boost motivation like incentive systems, reward programmes, and work life balance. Train on leadership competencies among management to achieve a more effective management team that provides an inspiring and supportive work space for employees. The next stage in the research should be conducted on the effects of incentives and the penalties on the employee performance and their contribution in improving the performance.

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