

## **Optimizing Employee Performance: The Impact of Work Motivation, Work Environment, and Leadership at PT. Manakarra Unggul Lestari in Tommo District, Mamuju Regency**

### **Optimalisasi Kinerja Karyawan: Pengaruh Motivasi Kerja, Lingkungan Kerja, dan Kepemimpinan pada PT. Manakarra Unggul Lestari di Kecamatan Tommo, Kabupaten Mamuju**

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#### **ABSTRACT**

*This study investigates the impact of Work Motivation, Work Environment, and Leadership on Employee Performance at PT. Manakarra Unggul Lestari, Tommo District, Mamuju Regency. Through quantitative analysis and regression modeling, the research reveals that all three factors have individual and combined significant effects on Employee Performance. Work Motivation, Work Environment, and Leadership contribute distinctly to higher performance levels. The results underscore the need for cultivating positive work environments, strong motivation, and effective leadership practices to enhance employee performance. However, recognizing the study's limitations and implications for practice is essential. This research sheds light on the interconnectedness of these factors, offering insights for organizations to optimize their management strategies and foster improved employee performance.*

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

#### **ABSTRAK**

Penelitian ini menyelidiki pengaruh Motivasi Kerja, Lingkungan Kerja, dan Kepemimpinan terhadap Kinerja Karyawan pada PT. Manakarra Unggul Lestari, Kecamatan Tommo, Kabupaten Mamuju. Melalui analisis kuantitatif dan pemodelan regresi, penelitian ini mengungkapkan bahwa ketiga faktor tersebut memiliki pengaruh yang signifikan secara individu dan gabungan terhadap Kinerja Karyawan. Motivasi Kerja, Lingkungan Kerja, dan Kepemimpinan memberikan kontribusi yang jelas terhadap tingkat kinerja yang lebih tinggi. Hasil penelitian ini menggarisbawahi perlunya mengembangkan lingkungan kerja yang positif, motivasi yang kuat, dan praktik kepemimpinan yang efektif untuk meningkatkan kinerja karyawan. Namun, menyadari keterbatasan penelitian dan implikasinya terhadap praktik sangatlah penting. Penelitian ini menyoroti keterkaitan faktor-faktor tersebut, menawarkan wawasan bagi organisasi untuk mengoptimalkan strategi manajemen mereka dan mendorong peningkatan kinerja karyawan.

**Kata kunci :** Motivasi Kerja, Lingkungan Kerja, Kepemimpinan, Kinerja Karyawan

#### **1. Introduction**

Human Resources (HR) is one of the most important assets in an agency among other assets, because human resources are the main driver of the organization. Human resources must be managed optimally and given attention and are required to fulfill their rights, besides that human resources are partners of employers to achieve organizational goals. With good human resources, it is hoped that government agencies will be able to optimize and improve Employee Performance Improvement. Performance is the result of work that a person has achieved in accordance with his duties and roles in accordance with organizational goals that are linked to certain performance standards of the agency where the individual works. In a company or organization, employees are a very important asset because without the employees of the company or organization. very important because without employees the

company or organization will be difficult to achieve its goals. difficult to achieve its goals. The ability of an individual to do their job depends on what they have done and what they get. they get. To get the best results, of course, it is also necessary the existence of quality human resources.

Many factors affect the success of an organization, one of which is employees, because they are directly related to organizational activities. In this case employees are expected to provide maximum results so that the goals of the company or organization can be achieved and the company needs a system that can support employee performance, one of which is high work motivation. Utomo (2014: 83) states that work motivation is everything related to and has an influence on the soul of employees which includes the work atmosphere and employee job security. Work motivation in organizations has an important influence on smooth productivity for employees. Work motivation that is safe, comfortable, healthy, and pleasant can create satisfaction for employees in carrying out their activities and can also affect performance improvement. Various personnel policies and activities carried out will provide pleasant work motivation for employees and people involved in the organization.

In an organization, the work environment is one of the centers of attention. On the other hand, organizational effectiveness also plays an important role for the organization to survive and to be able to compete in the face of rapid change. The work environment is the backbone of organizational development, because without a good work environment it will be difficult to achieve organizational goals. If someone is trying to influence the behavior of other individuals then that person needs to practice work environment style.

A leader's work motivation will greatly affect working conditions, which will relate to how employees accept a style of work environment, happy or unhappy, like it or not. On the one hand, certain work environment styles can cause a decrease in performance. Performance is an important part that can affect the existence of employees in a government agency. Performance is a result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. therefore employee performance is work performance or work results both the quality achieved by human resources for a period of time in carrying out their work duties in accordance with the responsibilities given to them (Prabu, 2009: 93).

In an effort to maintain and improve employee performance, a leader who uses a situational work environment style is needed, namely a leader who in addition to having personal abilities, is also able to read the condition of his subordinates and their motivation. In this case the maturity of subordinates is directly related to the style of the right work environment to be applied, so that the leader obtains adequate obedience or influence. For this reason, leaders must be able to create a work atmosphere that supports subordinates to always achieve.

PT Manakarra Unggul Lestari is a company engaged in oil palm plantations and processing. PT Manakarra Unggul Lestari is a company engaged in the plantation and production of palm oil, PT Manakarra Unggul Lestari located in Tommo Lelling Village is a subsidiary of PT Widya Corporation including one of the subsidiaries established approximately 11 years ago so that PT Manakarra Unggul Lestari is an industry established in Tommo Lelling Village, Tommo District, Central Mamuju Regency. PT Manakarra Unggul Lestari strives to improve the performance of its employees. However, there are several factors that must be studied first regarding the performance of its employees. These factors are motivation, work environment and leadership. The three factors that have been considered important have a major impact on employee performance. However, this has not been studied more deeply by PT Manakarra Unggul Lestari Tommo District, Mamuju Regency.

In this study, the object of research used was employees of PT Manakarra Unggul Lestari Tommo District, Central Mamuju Regency. This study uses four variables, namely work

motivation, work environment, leadership and employee performance. Furthermore, the employee performance indicators used in this study were taken performance measures consisting of five components, namely work quality, timeliness, initiative, ability and communication. The purpose of the study was to analyze the effect of work environment on employee performance of PT Manakarra Unggul Lestari, analyze the effect of work environment on employee motivation of PT Manakarra Unggul Lestari, analyze the effect of leadership on employee motivation of PT Manakarra Unggul Lestari, analyze the effect of leadership on employee performance of PT Manakarra Unggul Lestari, and analyze the effect of employee motivation on employee performance of PT Manakarra Unggul Lestari Tommo District, Central Mamuju Regency.

From the results of observations made by researchers on employees at PT Manakarra Unggul Lestari Tommo District, Central Mamuju Regency found that the lack of employee motivation in carrying out work is due to the provision of salaries that are not proportional to the work done by employees and lack of encouragement or motivation given by their superiors. Likewise, the work environment is still uncomfortable at work such as inadequate equipment and equipment, hot rooms and lack of facilities that hinder employee work. Then the leadership that exists at PT Manakarra Unggul Lestari, Tommo District, Mamuju Regency, some employees said that they were less assertive and did not pay attention to employees who were negligent in carrying out workers and did not give sanctions to employees who were late in coming to the office and did not sanction employees who violated these rules. The work results of employees can certainly be influenced by more than one variable / condition, where work motivation, work environment and leadership are felt to be able to have an impact on the realization of the vision and mission of PT. Manakarra Unggul Lestari where company management expects good performance from employees and employees expect reciprocity for the work done. This study was conducted to analyze the magnitude of the influence of work motivation, work environment and leadership at PT Manakarra Unggul Lestari and the most dominant influence of the three variables.

## 2. Literature Review

Staffing problems are human problems, and human problems are always the most complicated and complicated problems, because human problems are broad in scope. In connection with this, it is appropriate to state that even though we are now in the modern century where human activities have been greatly facilitated by machines, the human factor is still the most determining factor in the success of any organization. According to Flippo (in Marwansyah, 2012): The process of planning, organizing, directing, and supervising the functions of procurement, development, reward, integration, maintenance, and termination of employment so that individual, organizational, and community goals can be achieved. Furthermore, Mathis and Jackson (201): The design of formal systems in an organization to ensure the effective and efficient use of human talent to achieve organizational goals.

According to Kartika (2010) the definition of motivation is the whole process of providing work motives to subordinates in such a way that they want to work sincerely for the achievement of organizational goals efficiently and economically. Meanwhile, according to Roesyadi (2012: 24) suggests that motivation is often interpreted as encouragement. This encouragement or energy is a mental and physical movement to do so that motivation is a driving force that moves humans to behave in their actions that have a certain purpose, as for motivation as a condition where a person's effort and willpower are directed towards achieving certain results or goals. Motivation is increasingly important because managers distribute work to their subordinates to be done properly and integrated into the specified goals, (Kartika 2012).

Every activity carried out by a person is driven by a force from within a person, this driving force is called motivation, (Mas'ud 2009: 56). According to Robbins (2013: 73) motivation is a process that explains the intensity, direction, and persistence of an individual to achieve his goals. The inner or psychological atmosphere of a worker as an individual in an organizational society or company which is his work motivation, has a very big influence on the implementation of his work.

Motivation is what causes, channels, and supports human behavior, so that they want to work hard and enthusiastically to achieve optimal results. The inner atmosphere is seen in the spirit or passion of work that produces work activities as a contribution to the achievement of the company's business goals. According to Mas'ud (2009), motivation is a condition in a person's personality that encourages individual desires to carry out certain activities in order to achieve goals. The motivation that exists in a person will manifest a behavior directed at the goal of achieving satisfaction goals. Work motivation is something that creates a desire for a person or worker, both from within himself and from outside to carry out work or activities with a sense of responsibility in order to achieve the desired goals. So, motivation is not something that can be observed but is something that can be inferred because of something that appears.

Based on the understanding of motivation from several opinions above, motivation is a driving factor that can create employee morale to achieve organizational goals. Thus, motivated people will make greater efforts than those who are not. Agencies or organizations not only expect capable, capable, and skilled employees, but most importantly want to work hard and want to achieve maximum work results, the ability and skills of employees are meaningless to the company if they do not want to work hard. In order for management activities to run well, the organization must have knowledgeable and highly skilled employees and efforts to manage the agency as optimally as possible so that employee performance increases.

The work environment is something that is very close to employees when carrying out their duties and responsibilities so that special attention must be given by the management of the organization so that employees can work comfortably and safely in an effort to realize the vision and mission of the organization. According to Sedarmayanti (2017), "The work environment is the overall tooling and materials faced, the environment around where a person works, his work methods and work arrangements both as an individual and a group". Meanwhile, according to Afandi (2018), The work environment is something that is in the environment of the workers that can affect him in carrying out tasks such as temperature, humidity, ventilation, lighting, cleanliness and workplace and whether the work equipment is adequate". From this definition, it can be concluded that the work environment is all the tools faced or the surrounding environment where someone is doing work.

Human resources are a vital element in an organization because as the party responsible for all operational activities of the organization so that human resources are required to always have an attitude of obeying and complying with applicable rules and regulations so that the implementation of tasks is always based on applicable standards and work procedures.

Leadership literally comes from the word pimpin. The word pimpin implies directing, fostering or organizing, guiding and also showing or influencing. Leaders have both physical and spiritual responsibilities for the success of the work activities of the led, so being a leader is not easy and not everyone will have the same in carrying out their leadership. According to Marwansyah. (2010) leadership is translated into the term traits, personal behavior, influence on others, patterns, interactions, inter-role cooperation relationships, the position of an administrative position, and persuasive, and perceptions of others about the legitimacy of influence.

Miftah Thoha (2010) leadership is an activity to influence the behavior of others, or the art of influencing human behavior both individuals and groups. Leadership is one of the most important factors in an organization because most of the success and failure of an organization is determined by the leadership in the organization. According to C. Turney (1992) in Martinis Yamin and Maisah (2010:) defines leadership as a group process carried out by someone in managing and inspiring a number of jobs to achieve organizational goals through the application of management techniques.

According to Terry (in Thoha, 201): defines that leadership is an activity to influence people to be directed to achieve organizational goals. Leadership includes the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influencing to improve the group and its culture. Meanwhile, according to Timple (2011: 58) defines leadership as a process of social influence in which managers seek voluntary participation from subordinates in an effort to achieve organizational goals. With the leadership carried out by a leader also describes the direction and goals to be achieved from an organization. So it can be said that leadership is very influential for the big name of the organization.

According to Danim (2010) leadership is any action taken by individuals or groups to coordinate and give direction to individuals or groups incorporated in a particular container to achieve predetermined goals. According to Yamin and Maisah (2010) leadership is an influencing process carried out by someone in managing their group members to achieve organizational goals. Leadership is a form of strategy or theory of leading which is certainly carried out by people we commonly refer to as leaders. A leader is someone with leadership authority who directs subordinates to do part of their work in achieving goals. Leaders are those who use formal authority to organize, direct, control subordinates who are responsible, so that all parts of the work are coordinated to achieve company goals. The leader must first of all be a person who is able to foster and develop all the best in his subordinates.

In simple terms, a good leader is someone who helps develop others, so that eventually they no longer need the leader. Based on the above opinion, it can be concluded that leadership is a leader's way of influencing subordinates with certain characteristics so as to achieve the desired goals. One of the success factors of a leader depends on the leadership techniques used in creating situations that cause the people he leads to arise their awareness to carry out what is desired. In other words, whether a leader is effective or not depends on how his ability to manage and apply his leadership patterns in accordance with the situation and conditions of the organization. According to Handoko (2011

), leadership is any action taken by individuals or groups to coordinate and give direction to individuals or groups incorporated in certain containers to achieve predetermined goals. Leadership is not limited by the rules and manners in an organization. Leadership can happen anywhere, as long as the person can demonstrate his ability to influence other people or certain groups to achieve certain goals. Someone who can influence others to achieve certain goals can be called a leader. Leadership, according to Rivai (2012), includes five important indicators. First, a leader must have the ability to build good cooperation and positive relationships, both with subordinates in carrying out their duties and in motivating them. Second, the leader must be effective in accomplishing tasks, even those that are beyond the limits of ordinary ability, and be able to complete them on time.

Third, a participative leadership approach is important, with decisions made through deliberation, finding appropriate solutions, and being able to analyze work problems. Fourth, leaders must be adept at delegating tasks and time, prioritizing organizational interests over personal interests, and completing tasks on target. Fifth, the leader's ability to delegate tasks and authority involves the ability to determine tasks that must be addressed alone and those that can be done in groups, as well as providing guidance and training in decision-making.

Performance comes from the word job performance which can be interpreted as work performance or actual achievement that can be achieved by a person). Performance (work performance) is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. (Mangkunegara, 2013). According to Paul Hersey and Kenneth Blanchard, the definition of performance is a result obtained from the ability and motivation that a person has in completing his work or tasks, while according to Harold D. Stolovitch's explanation of performance is a set of results obtained from the act of completing a task or work requested.

Performance or in English is performance, namely: The results of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in order to achieve the objectives of the organization concerned legally, not against the law and in accordance with morals and ethics ". Performance is a result of the work that a person achieves in carrying out his duties on skills, experience, sincerity and time. (Hasibuan, 2019). The characteristics of people who have high performance are Have high personal responsibility, Dare to take and bear the risks faced, Have realistic goals, Have a comprehensive work plan and strive to realize its goals, Utilize concrete feedback (feed back) in all work activities carried out, Seek opportunities to realize the plans that have been programmed. (Mangkunegara, 2002).

There are five key indicators used to measure individual employee performance: First, quality indicators measure the extent to which work results reflect expected quality standards and are in line with the employee's skills and abilities. Second, quantity refers to the amount of output produced by the employee in terms of units or cycles of activity completed. Third, timeliness assesses how well employees are able to complete tasks according to a predetermined schedule, while still paying attention to the quality of the final result. Fourth, effectiveness refers to the employee's ability to maximize the utilization of company resources, such as labor, money, technology, and raw materials, to achieve optimal results. Fifth, independence measures the extent to which an employee can carry out their duties independently without requiring excessive assistance. In addition, there is also work commitment, which indicates the extent to which employees are committed to the company and their responsibilities towards work and tasks in the work environment. (Robbins, 2006: 260)

### **3. Research Methods**

This research was conducted at PT Manakarra Unggul Lestari, Tommo, Central Mamuju. The data used consists of qualitative and quantitative. Qualitative data in the form of an explanation of office history, organizational structure, and employee duties. Quantitative data in the form of numbers that will be used as frequency distribution tables. Data sources include primary data from questionnaires and employee observations, and secondary data from report documents and related regulations.

Data collection techniques involve observation, literature study, documentation, and questionnaires. The study population was 33 employees at PT Manakarra Unggul Lestari, and the entire population was taken as the sample. Data processing and analysis tools included multiple linear regression analysis to test the effect of independent variables on the dependent variable (employee performance). Validity and reliability tests were used to ensure the validity and reliability of the instruments. Furthermore, the t-test was used to test the partial effect of the independent variables, while the F-test was used to test the simultaneous effect of the independent variables on the dependent variable.

Operational definitions were used to define the research variables, such as work motivation, work environment, leadership, and employee performance, with each indicator covering responsibility, quality and quantity of work, cooperation, and responsibility. Thus, this

research focuses on the influence of work motivation, work environment, and leadership on employee performance at PT Manakarra Unggul Lestari. The analytical method used involves a series of steps to test the influence of these variables in the context of the study.

#### 4. Results and Discussions

The data analysis process in this study was carried out using IBM SPSS (Statistical Package for Social Science) software version 24. The following is an explanation of the results of data processing through multiple linear regression equations in this study:

**Table 1. Hypothesis Testing Result**

Variable	Beta	T Value	Significant
Constant	.145	1.038	.970
Work Motivation	.452	2.365	.017
Work Environment	.597	4.213	.000
Leadership	.568	4.138	.004
F Square		22.926	.000 <sup>b</sup>

The t test results obtained show that the calculated t value for the Work Motivation variable (X1) is 0.365. On the other hand, the t table value for a significance level of 0.05 and the relevant degrees of freedom is 2.365. From this comparison, we see that the calculated t value (0.365) is less than the table t value (2.365). Furthermore, when we look at the significance value (sig) obtained from the t-test results, which is 0.017, we can observe that this value is smaller than the predetermined significance level (0.05). This indicates that there is a significant influence between the Work Motivation variable (X1) and Employee Performance. Thus, based on this analysis, we can conclude that the Work Motivation variable has a significant influence on employee performance at PT Manakarra Unggul Lestari, Tommo District, Mamuju Regency. These results support the alternative hypothesis (Ha) which states that work motivation has a significant influence on employee performance, while the null hypothesis (Ho) is rejected.

The presented t test results show that the calculated t value for the Work Environment variable (X2) is 0.597. Next, we compare the calculated t value with the relevant t table value for a significance level of 0.05 and the corresponding degrees of freedom, which is 4.213. From this comparison, we see that the calculated t value (0.597) is less than the table t value (4.213). In addition, when looking at the significance value (sig) obtained from the t-test results, which is 0.000, we realize that this value is much smaller than the preset significance level (0.05). This shows that there is a significant influence between the Work Environment variable (X2) and Employee Performance. Based on these results, we can conclude that the Work Environment variable has a significant influence on employee performance at PT Manakarra Unggul Lestari, Tommo District, Mamuju Regency. The alternative hypothesis (Ha) is acceptable, while the null hypothesis (Ho) is rejected. The interpretation of the positive value in this relationship is also very relevant. The positive value indicates that there is a unidirectional relationship between the Work Environment variable and Employee Performance. In other words, if the Work Environment is improved, Employee Performance is also likely to increase. However, it is important to remember that the value of the regression coefficient will provide more information about how much practical impact a change in Work Environment has on a change in Employee Performance.

In the t-test results, it can be seen that the t-value for the Leadership variable (X3) is 4.138. However, the t table value is not given, so we cannot see a direct comparison between the calculated t and the t table in this context. In the interpretation of statistical results, we need the relevant t table value for the degrees of freedom and significance level appropriate for the type of test being conducted. However, the significance (sig) value obtained is 0.004,

which is lower than the commonly used significance level (usually 0.05). This indicates that there is strong enough evidence to reject the null hypothesis ( $H_0$ ) and accept the alternative hypothesis ( $H_a$ ). In this context,  $H_a$  means that the Leadership variable has a significant effect on Employee Performance at PT Manakarra Unggul Lestari. In other words, if the calculated t value is greater than the t table value (which usually has a certain critical value according to the level of significance used), and the significance value (sig) is less than the specified significance level, then we can conclude that the Leadership variable has a significant effect on Employee Performance.

In the F test results presented, it can be seen that the calculated F value is 22.926, and the F table value (3.23) presented is the critical value at a certain level of significance (usually 0.05). From this comparison, it can be seen that the calculated F value is much greater than the F table value. In addition, the significance value obtained (0.000) is much smaller than the significance level used (0.05). This shows that there is a significant influence together (simultaneously) between the variables of Work Motivation, Work Environment, and Leadership on Employee Performance at PT Manakarra Unggul Lestari. Based on these results, it can be concluded that the regression model that includes the variables Work Motivation, Work Environment, and Leadership is a suitable model for explaining variations in the Employee Performance variable. This means that the three variables together make a significant contribution to variations in Employee Performance in the company.

## 5. Conclusion

In conclusion, based on the presented analysis, it is evident that the variables of Work Motivation, Work Environment, and Leadership have significant individual impacts on Employee Performance at PT. Manakarra Unggul Lestari, Tommo District, Mamuju Regency. The t-test results for each variable demonstrate that Work Motivation, Work Environment, and Leadership are all individually significant predictors of Employee Performance. Furthermore, the multiple regression analysis, as indicated by the F-test, affirms that the combined effects of these three variables-Work Motivation, Work Environment, and Leadership-are collectively influential in explaining the variations in Employee Performance. The obtained F statistic is significantly larger than the critical F value at the specified significance level, reinforcing the validity of the regression model. The significance of the findings highlights the importance of fostering a positive work environment, cultivating strong work motivation, and effective leadership practices to enhance Employee Performance. However, it's crucial to consider the limitations of the study, potential assumptions, and practical implications. Further research could delve deeper into exploring the specific mechanisms through which these factors interact and influence employee performance, contributing to more comprehensive strategies for organizational improvement and development.

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