

# The Influence of Leadership, Motivation, and Work Environment on Employee Performance in North Sulawesi Social Service Agency

Determinants of  
Employee  
Performance

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## ABSTRACT

Human resources play a crucial role in achieving the performance objectives of public sector organizations. In the social service agency of North Sulawesi Province, employee performance achievement remains below that of several other regional government institutions, and multiple strategic programs have repeatedly failed to meet their targets. This situation indicates the need to evaluate internal organizational factors that may affect performance. Therefore, this study aims to analyze the influence of leadership style, work motivation, and work environment on employee performance in the agency. A quantitative explanatory method was applied, involving 90 respondents selected through purposive sampling. Data were collected using a structured questionnaire with a 5-point Likert scale and analyzed through PLS-SEM using SmartPLS, incorporating both measurement and structural model assessments. The results show that work motivation and work environment have a significant positive effect on employee performance. Leadership style has no significant effect. The model explains 54.1% of the variance in employee performance, although model fit requires improvement. These findings highlight that organizational efforts should prioritize strengthening employee motivation and creating a more supportive work environment to enhance performance within the public sector.

**Keywords:** Employee Motivation, Human Resource, Job Performance, Leadership Style, Work Environment.

## ABSTRAK

Sumber daya manusia berperan penting dalam pencapaian kinerja organisasi sektor publik. Pada Dinas Sosial Provinsi Sulawesi Utara, capaian kinerja pegawai masih berada di bawah beberapa instansi pemerintah daerah lainnya, dan sejumlah program strategis berulang kali tidak mencapai target. Kondisi ini menunjukkan perlunya evaluasi terhadap faktor-faktor internal organisasi yang dapat memengaruhi kinerja. Oleh karena itu, penelitian ini bertujuan untuk menganalisis pengaruh gaya kepemimpinan, motivasi kerja, dan lingkungan kerja terhadap kinerja pegawai di instansi tersebut. Metode penelitian yang digunakan yaitu metode kuantitatif dengan pendekatan eksplanatori, melibatkan 90 responden yang dipilih melalui purposive sampling. Data dikumpulkan melalui kuesioner berskala Likert 5 poin dan dianalisis menggunakan PLS-SEM melalui SmartPLS dengan pengujian model pengukuran dan struktural. Hasil penelitian menunjukkan bahwa motivasi kerja dan lingkungan kerja berpengaruh positif signifikan terhadap kinerja pegawai, sedangkan gaya kepemimpinan tidak berpengaruh signifikan. Model penelitian mampu menjelaskan 54.1% varians kinerja pegawai, meskipun kelayakan model masih perlu ditingkatkan. Temuan ini menunjukkan bahwa upaya organisasi perlu memprioritaskan penguatan motivasi kerja dan penciptaan lingkungan kerja yang lebih mendukung untuk meningkatkan kinerja pada sektor publik.

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## INTRODUCTION

Human resources are a critical component in achieving organizational goals, including within the government sector. In public institutions, the success of program implementation and policy outcomes is largely determined by employee performance. Optimal performance reflects the organization's effectiveness in delivering public services, managing budgets, and achieving strategic performance targets (Wahyuni et al., 2025). Based on data released by the Regional Civil Service Agency of North Sulawesi Province in February 2023, the Social Service Agency ranked 21st out of 47 regional government institutions in terms of employee performance achievement, scoring only 97.620%. This figure is significantly lower than several other agencies, which exceeded 99%, indicating a performance issue that requires further attention. In addition, the agency's strategic plan for 2021–2026 outlines several key performance targets. However, performance data from 2021 to 2022 shows that two strategic programs consistently failed to meet these targets (Hasica et al., 2023; Isna et al., 2024). The programs aimed at improving the capacity of Community Social Workers and District Social Welfare Workers under provincial authority achieved only around 20%–27%, while the program for facilitating family welfare social assistance reached less than 43% of its annual target for two consecutive years (Fauzi & Suryani, 2023; Jani & Suryadinata, 2023). These highlight the need for a comprehensive evaluation of internal organizational factors such as leadership style, work motivation, and the work environment, all of which may significantly influence employee performance in the agency.

Challenges related to employee performance can stem from several internal organizational elements, such as the applied leadership style, employees' motivation levels, and the general condition of the work environment. Transformational leadership can foster a positive work atmosphere and improve team performance (Sugiono et al., 2021; Tolu et al., 2021; Octaviani, 2022). In addition, high employee motivation is a proven driver of organizational goal achievement (Bambang & Aprianis, 2021; Bassi et al., 2021; Habib et al., 2022). It is a secure and encouraging workplace that boosts employee motivation and efficiency (Andreyan et al., 2020; Tanjung et al., 2023). Motivation refers to the internal drive that propels employees to fulfill their tasks and responsibilities in pursuit of organizational objectives (Saputro, 2023). When employees are motivated, they exhibit greater commitment, focus, and productivity in their roles. Fostering employee motivation is essential to promoting high levels of work performance.

Leadership, motivation, and the work environment are widely recognized as key determinants of employee performance. A study by Fitriyah et al. (2024) indicates that effective leadership positively contributes to improving employee output. Meanwhile, strong motivation serves as a driving factor that enhances individual performance levels (Pongtuluran & Marewa, 2025). Furthermore, a supportive work environment has been shown to significantly influence performance improvement (Fauziah & Baskara, 2024). However, many existing studies tend to examine these factors separately and have not thoroughly explored their combined impact, particularly within local government institutions undergoing structural reform. In the Social Service Agency of North Sulawesi Province, the recent shift from structural to functional positions has resulted in ambiguous job roles, unequal workload distribution, and reduced employee morale. These conditions highlight a critical research gap, underlining the need for a more comprehensive investigation into how these three variables collectively affect employee performance.

Considering this context, the present study seeks to explore the impact of leadership style, job motivation, and environmental factors in shaping employee performance at the Social Service Agency of North Sulawesi Province. In this research, leadership style is characterized as a leader's capacity to influence, encourage, and direct subordinates. Work motivation is understood as the combination of internal and external factors that

drive individuals to achieve optimal performance. The workplace environment consists of employees' experiences with physical surroundings, social relationships, and psychological factors. Employee performance, serving as the dependent variable, is evaluated based on levels of productivity, service excellence, and work efficiency. This research aims to examine the influence of leadership style, work motivation, and work environment on employee performance.

## **LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT**

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

Employee performance is a key determinant of organizational achievement, particularly within public sector entities where service delivery and public accountability are prioritized. Performance refers to the quality and quantity of work accomplished by employees in accordance with their duties (Maryani et al., 2021). Robbins and Judge (2017) emphasize that performance results from the interaction between an employee's abilities and motivation in completing tasks effectively. In the context of government institutions, assessing performance requires consideration of bureaucratic structures, regulatory compliance, and community expectations. Sisca et al. (2022) highlight that effective performance management involves both evaluating outcomes and developing employee competencies. In addition, organizational elements, including leadership practices, communication quality, and workplace support, provide the necessary structure that enables employees to perform optimally.

Leadership style reflects how a leader directs, motivates, and influences employees within an organization. Transformational leadership, as stated by Hussain et al. (2024), consists of four core dimensions: idealized influence, inspirational motivation, intellectual stimulation, and personalized attention to individual needs. These elements contribute to fostering a performance-oriented culture. In public sector settings, adaptive leadership also enhances employee loyalty and organizational effectiveness (Purwanto et al., 2020). Effective leadership improves performance in government institutions (Gentsoudi, 2023; Agustina et al., 2024). Hartini et al. (2021) further explain that leaders play a decisive role in driving progress toward organizational goals or potentially causing failure, thus necessitating strategic adjustments in leadership policies.

H1: Leadership style has a significant influence on employee performance.

### **The Influence of Work Motivation on Employee Performance**

Employee performance is shaped by a combination of internal and external factors that determine how effectively individuals fulfill their organizational responsibilities. Core personal attributes, including skills, motivation, responsibility, and work attitudes, serve as fundamental drivers of performance outcomes, as emphasized by Purnomo and Solihin (2023) and Kusumo (2024). Among these factors, motivation plays a central role in directing employee behavior toward organizational goals. Defined as a set of attitudes and values that stimulate individuals to pursue desired outcomes, motivation influences the intensity, persistence, and quality of an employee's work effort (Hastari et al., 2021). Theoretical foundations underscore its importance: Herzberg's Two-Factor Theory (1959) distinguishes between motivators (e.g., achievement, recognition, responsibility) that enhance satisfaction and hygiene factors (e.g., salary, workplace conditions) that prevent dissatisfaction, while expectancy theory explains motivation through perceived links between effort, performance, and rewards, as outlined by Sule and Wahyuningtyas (2016).

Motivation is a major driver of productivity (Firdausi et al., 2024). Intrinsic motivation, in particular, has been found to encourage deeper engagement, greater commitment, and higher-quality contributions to organizational success (Hasibuan, 2019). Widarko and Anwarodin (2022) empirically confirmed that motivation has a significant positive effect on employee performance, reinforcing its role as a critical determinant of workplace effectiveness. This aligns with broader evidence suggesting that

when employees perceive value in their work, believe their efforts will lead to meaningful outcomes, and receive recognition aligned with their expectations, their performance improves. Collectively, the literature highlights that enhancing motivation, both intrinsic and extrinsic can substantially elevate individual performance and strengthen organizational productivity.

H2: Work motivation has a significant influence on employee performance.

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### The Influence of Work Environment on Employee Performance

The work environment, comprising both physical and psychosocial components, plays a critical role in shaping employee comfort, concentration, and productivity. Physical aspects such as lighting, workspace layout, and ventilation, along with supportive social interactions, create conditions that enable employees to carry out their tasks effectively (Sedarmayanti, 2014). Fauziah and Baskara (2024) emphasize that when workplace facilities, teamwork quality, and overall comfort are well aligned, employees are better able to maintain focus and achieve performance targets. A positive work atmosphere not only fosters attentiveness but also strengthens morale and accountability, contributing directly to organizational goals.

Psychosocial conditions, including mental well-being, interpersonal support, and the overall emotional climate of the workplace, further reinforce employees' ability to perform optimally. Shammout (2021) highlights that employees with healthy mental states working in positive environments display stronger motivation and are more capable of delivering exceptional outcomes. Moreover, a well-structured work environment can function as a mediating factor, enhancing the influence of leadership on employee performance (Lestari et al., 2022). Empirical evidence from Iis et al. (2022) confirms that the work environment has a significant effect on employee performance, supporting the theoretical view that conducive workplace conditions strengthen productivity. Collectively, previous studies indicate that improvements in both physical and psychosocial work environments can elevate performance by fostering motivation, well-being, and stronger work engagement.

H3: Work environment has a significant influence on employee performance.

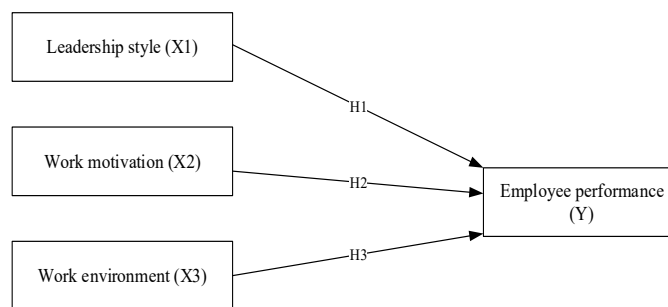


Figure 1. Research Framework

Based on Figure 1, the conceptual model of this research is built upon the interrelations among the identified variables. Employee performance is positioned as the dependent variable, influenced by the independent variables of leadership style, motivation, and workplace conditions. This framework is intended to explain the mechanism of the relationships among the variables and serves as the foundation for the research analysis model.

## RESEARCH METHODS

This study utilizes a quantitative methodology to investigate the relationships between specified variables through statistical analysis. The quantitative approach was chosen for its capacity to deliver objective, numerical insights into the phenomena being explored, enabling a structured and measurable assessment of causal connections (Arikunto, 2010; Sugiyono, 2022). The research adopts an explanatory design to elucidate the associations between predictor and outcome variables. This method is designed to test hypotheses grounded in theoretical frameworks and existing literature. Specifically, the study explores how leadership style, motivation, and the work environment influence employee performance.

The population of this research comprises all employees within a regional government agency in the North Sulawesi Provincial Government. Participants were chosen through purposive sampling, focusing on individuals who fulfilled particular criteria aligned with the aims of the study. A total of 90 respondents were included, deemed adequate to represent the population and to meet the minimum requirements for structural analysis using SmartPLS. Data were gathered through a closed-ended questionnaire utilizing a 5-point Likert scale. The questions were formulated based on recognized indicators for each variable and were pre-tested to confirm their validity and reliability. The questionnaire covered respondents' perceptions regarding leadership style, employee drive, workplace conditions, and job performance.

The dataset was processed and evaluated with the help of the PLS-SEM method with the assistance of the latest version of SmartPLS software. The analysis was conducted using the Measurement Model (Outer Model) to assess construct validity and reliability through convergent validity (using outer loading and AVE) and composite reliability. Structural Model (Inner Model) to assess the relationships between latent variables using path coefficients,  $R^2$ , and statistical significance assessed through t-statistics and p-values obtained via bootstrapping. This methodology allows the research to produce solid empirical findings about the effect exerted by the independent variables on employee performance while also offering actionable insights for performance enhancement in the public sector.

## RESULTS

The results section begins with an evaluation of the measurement model to ensure that the research instruments meet the required standards of validity and reliability. This assessment focuses on convergent validity and internal consistency, which are essential to confirm that each construct is accurately measured by its indicators before proceeding to structural model analysis. Convergent validity is examined through loading factor values and Average Variance Extracted (AVE), while construct reliability is evaluated using Cronbach's alpha and composite reliability. The outcomes of these tests provide empirical evidence that the measurement model is adequate and supports further hypothesis testing.

**Table 1.** Validity Test

Variable	Number of Indicators	Range of Loading Factors	AVE
Leadership	11	0.789 – 0.942	0.72
Motivation	7	0.718 – 0.910	0.59
Work Environment	7	0.748 – 0.932	0.69
Performance	8	0.323 – 0.964	0.55

Table 1 summarizes the convergent validity results by showing the number of indicators, loading factor ranges, and AVE values for each construct. Leadership demonstrates strong convergent validity with 11 indicators, high loadings (0.789–0.942), and an AVE of 0.72. Motivation and work environment also meet validity criteria, with loading ranges of 0.718–0.910 (AVE = 0.59) and 0.748–0.932 (AVE = 0.69), respectively. Although the performance construct includes one indicator with a low loading, its AVE of 0.55 remains above the recommended threshold, indicating acceptable convergent validity.

Table 2 displays the outcomes of the construct reliability evaluation for four variables: leadership (X1), motivation (X2), work environment (X3), and performance (Y). Each variable exhibits Cronbach's Alpha values surpassing 0.70, reflecting robust internal consistency and indicating that the measurement items effectively capture their respective constructs. Similarly, all variables achieved Composite Reliability scores above the 0.70 threshold, affirming the consistency and dependability of the indicators in representing their constructs. Consequently, the measurement tools employed in this study are deemed reliable and appropriate for subsequent statistical analyses.

**Table 2.** Construct Reliability

Variable	Cronbach's Alpha	Composite Reliability
Leadership (X1)	0.908	0.963
Motivation (X2)	0.746	0.797
Work Environment (X3)	0.836	0.957
Performance (Y)	0.845	0.884

Table 3 presents the outcomes of the path coefficient analysis exploring the impact of leadership (X1), motivation (X2), work environment (X3), and performance (Y). The results reveal that leadership (X1) has a negative coefficient ( $\beta = -0.131$ ) with a p-value of 0.281, indicating no statistically significant influence on performance. Conversely, motivation (X2) exerts a robust positive effect on performance, evidenced by a coefficient of 0.598 and a highly significant p-value of 0.000. Similarly, work environment (X3) demonstrates a positive and significant impact on employee performance, with a coefficient of 0.330 and a p-value of 0.029.

**Table 3.** Path Coefficient

Variable	$\beta$	T-statistic	P-value	Description
Leadership → Employee Performance	-0.131	1.078	0.281	Not significant
Motivation → Employee Performance	0.598	5.704	0.000	Significant
Work Environment → Employee Performance	0.330	2.190	0.029	Significant

These findings suggest that motivation and a conducive work environment are more critical drivers of employee performance than leadership in this context. The  $R^2$  value for the Performance variable is 0.541, indicating that 54.1% of the variance in employee performance is explained by the independent variables. The SRMR value was 0.157, exceeding the ideal threshold of  $< 0.10$ , indicating that the model fit still needs improvement.

## DISCUSSION

This section elaborates on the interpretation of research findings in light of existing theories and previous studies. The intention is to develop a rich understanding of interpretation concerning the links among leadership, motivation, work environment, and employee performance. The results show that there is no significant effect of leadership observed to exert a meaningful influence on how employees perform, as demonstrated by a path coefficient of -0.131 and a p-value of 0.281. These results imply that, in this context, the style or quality of leadership may not be a determining factor in enhancing employee outcomes. One possible explanation is that employees might rely more on internal motivation or organizational conditions rather than leadership influence. This result contrasts with several prior studies that emphasize the vital role of leadership in shaping performance (Prayudi, 2020; Candra et al., 2022; Semet et al., 2022). This result implies that the influence of leadership can differ based on factors such as organizational culture, structural dynamics, or the unique expectations of individual employees (Fauzi & Suryani, 2023; Puspita & Mujiati, 2023).

Motivation has a strong and meaningful difference based on statistical analysis of employee performance, as reflected by a path coefficient of 0.598 and a p-value of 0.000.

These results affirm the notion that motivated individuals are generally more productive, dedicated, and aligned with the organization's objectives. This result aligns with the two-factor theory developed by Herzberg, which highlights the significance of the essential contribution of both internal and external motivational factors in improving job performance. The data reveal that when employees are driven by factors, such as achievement, recognition, and the perceived value of their tasks, their performance increases markedly. These findings are aligned with prior research conducted by Mahardika et al. (2020) and Akbar et al. (2022), all of whom concluded that motivation plays an essential part in determining employee productivity. Highly motivated employees go beyond merely meeting their job requirements; they actively aim to deliver meaningful contributions to the organization.

Workplace factors substantially influence employees' productivity and effectiveness, demonstrated by a path coefficient of 0.330 and a p-value of 0.029. This finding reinforces the perspective that a supportive and well-structured work setting marked by safety, sufficient resources, and healthy interpersonal interactions can foster greater job satisfaction and enhance productivity. These results align with prior research by Herlambang et al. (2022) and Zahratulfarhah et al. (2022), which identified the work environment as a pivotal element influencing performance. Employees operating within a positive and well-managed atmosphere are more inclined to demonstrate stronger engagement and improved work outcomes.

The findings highlight that employee performance is primarily driven by motivation and the work environment, emphasizing their central role in shaping productivity and outcomes. A supportive and stimulating work setting encourages employees to perform optimally, while strong motivation enhances their commitment and efficiency. Interestingly, leadership does not appear to have a direct impact in this context, suggesting that its influence may operate indirectly. Leaders may contribute by fostering motivational practices, setting clear goals, or cultivating a positive organizational climate that sustains engagement and satisfaction. Therefore, management should focus on strengthening motivational initiatives and improving workplace conditions to ensure sustained employee performance and organizational effectiveness.

## **CONCLUSION**

This study concludes that work motivation and work environment have a significant positive effect on employee performance at the Regional Social Service Agency of North Sulawesi Province, while leadership style shows no significant influence. Work motivation emerges as the strongest predictor, driving employees to be more productive and committed, followed by a supportive work environment that encompasses both physical and social aspects. These findings emphasize that improving employee performance in the public sector is more effectively achieved by strengthening internal drive and providing comfortable working conditions rather than relying solely on direct leadership influence.

The practical implication is that the organization should prioritize initiatives to enhance motivation, such as recognition programs, career development opportunities, and fair compensation, while also improving workplace facilities and interpersonal relationships to create a more conducive atmosphere. However, this study is limited by its relatively small sample size and the examination of only direct effects without including mediating or moderating variables. For future research, it is recommended to expand the number of respondents, incorporate additional variables such as job satisfaction or organizational culture, and combine qualitative approaches to gain deeper insights into the dynamics of leadership within this context.

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*Determinants of  
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