

## The Effect of Leadership Style, Work Environment, and Work Motivation on Employee Performance PT. Sentral Bra Makmur in Bogor

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**Abstract.** A company's human resource potential is basically one of the important capital and plays the most important role in achieving company goals. In producing good performance, leadership style, work environment and work motivation are a big influence for PT. Sentral Bra Makmur. The purpose of this study was to determine the effect of leadership style, work environment and motivation on the performance of employees of PT Sentral Bra Makmur in Bogor. This research is in the form of quantitative and qualitative research with data sources from primary data. The technique of sampling used accidental sampling method with a sample of 100 respondents. The data analysis technique used is multiple regression analysis, t test, F test and coefficient of determination (R<sup>2</sup>) test. The results showed that leadership style had a significant effect on the performance of employees of PT Sentral Bra Makmur, the work environment had an insignificant effect on the performance of employees of PT Sentral Bra Makmur and work motivation had an insignificant effect on the performance of employees of PT Sentral Bra Makmur.

**Keywords:** employee performance, Leadership style, work environment, work motivation

### 1. BACKGROUND

Knowledge, technology and information also play a very important role in the progress of all fields. To keep up with the times, humans must meet their needs by working in various fields, one of which is working in a company. And at this time global competition is increasingly competitive, so companies are required to have better competitiveness than other companies. To be able to maximize the performance of its employees, especially in the field of HR (Human Resources). Human Resource issues are a very important concern for companies to survive. On the other hand, companies cannot operate their activities without humans who play a very important role in achieving company goals.

According to Nurhayati (2018), human resource management is a strategy in implementing management functions starting from planning, organizing, leading and controlling in every HR operational activity/function starting from the recruitment process, selection, training and development, placement which includes promotion, demotion, transfer, performance appraisal, compensation, industrial relations, to termination of employment, which is shown to increase the productive contribution of the organization's HR to achieving organizational goals more effectively and efficiently. In a company, the potential of Human Resources is basically one of the important capitals and plays the most important role in achieving the company's goals, therefore PT. Sentral Bra Makmur strives to manage Human

Resources as well as possible because the success of a company is not only in the superiority of technology and available funds, but the human factor is also very important for a company. As stated by Hasibuan (2017:5) "HR is the only factor in an organization or company that can bring progress and success". Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. (Mangkunegara, 2017:67).

And to produce good performance, leadership style, work environment and work motivation have a big influence on PT. Sentral Bra Makmur. The right form of leadership from various types of leadership on employee performance including the results of the correlation whether the results are significant or insignificant so as to help provide new literature from the current limitations (Dipa Teruna & Tedy Ardiansyah, 2021). The growth and development of a company cannot be separated from its surrounding environment. In other words, the work environment can have both positive and negative effects on the company. Therefore, environmental issues should not be ignored in a company. The work environment is a place to do work in accordance with a previously agreed work agreement (Maludin Panjaitan, 2018).

Work motivation is a state of mind and mental attitude of humans that provides energy, drives activities or movements and directs or channels behavior towards achieving needs that provide satisfaction or reduce imbalance (Sinungan, 2020). Therefore, work motivation can be interpreted as an integral part of industrial relations in the context of the process of coaching, developing and directing human resources in a company. According to (Wibowo, 2016) "Work motivation is usually defined as goal-oriented behavior. Motivating is inviting employees to follow the will to complete tasks". Employees feel motivated if they feel that their actions are directed towards achieving goals and valuable rewards that will satisfy their needs. Motivated employees will understand the wishes of their leaders and will complete tasks according to what their leaders want. Therefore, PT. Sentral Bra Makmur always tries to provide work motivation to each employee so that they have enthusiasm and responsibility in completing their tasks.

In order to see more completely the results of the employee performance assessment evaluation taken on average at PT. Sentral Bra Makmur period June-December 2023. can be seen in table 1 regarding the Average Assessment of Employee Performance Quality of PT. Sentral Bra Makmur and figure 1 regarding the Average Performance Quality at PT. Sentral Bra Makmur. Based on table 1 and figure 1 (attached) it shows that the level of employee achievement at PT. Sentral Bra Makmur period June-December 2023 is quite good but not optimal. Where there are still many employees who are unable to maximize their work targets.

During 2023, the highest level of achievement was in November with an average achievement of 4.10 and the lowest level of achievement was in September with an average achievement of 3.65. This indicates that the average level of employee performance can still be optimized.

This condition can cause problems in achieving work results that are not optimal, allegedly due to lack of good performance. These problems clearly have an impact on the performance of the employees themselves. Indeed, not all employees are not enthusiastic in doing their work in the company, there are also employees who are always enthusiastic and work responsibly in carrying out the tasks given to them.

Leadership style, work environment, and motivation are things that must be attempted by every company in order to optimize employee performance. So as not to cause problems that will harm the company such as wasting time, not achieving targets, and lack of responsibility in completing each employee's tasks which can have an impact on spending costs that exceed the company's budget.

The progress and decline of a company will depend on its leadership in managing the organization, because employee loyalty and discipline will provide support for leaders who are responsible and highly dedicated (Gibson, et. al: 2014: 334). In addition, leaders as people who have the ability, competence, distribution of power, and involve other parties, play a major role in the survival of the organization by implementing an organizational culture that is balanced with employee values as a social glue for all members of the organization (Alban & Metcalfe: 2000: 280-296).

Realizing the importance of this, the support of employees who work hard for the benefit of the company is very much needed, in order to achieve the goals of the organization itself by taking various specific approaches from the management. Employees in carrying out their work, need to be directed to work together in a work unit, not separately. In the work unit itself, it includes coordination and the coordinating party. In this case, the organizing function has placed human resources in the established organizational structure, so that each has different authority and responsibility, and there is a hierarchical level that distinguishes between leaders and employees. This can be reviewed in Table 3 regarding the leadership communication style of PT. Sentral Bra Makmur

Based on table 1.3 (attached) shows that a survey of employees about the leadership communication style in each department has different characters, thus PT. Sentral Bra Makmur strives to minimize aggressive treatment by sanctioning leaders who are unfair to their members. Likewise with members who are not good to their leaders. And currently PT. Sentral Bra Makmur tries to optimize leadership so that everyone can work professionally to create

direct influence with good communication, foster good relationships between leaders and members, and leaders must make themselves positive role models for each member.

The work environment in a company is very important for management to pay attention to. Although the work environment does not carry out the production process in a company, the work environment has a direct influence on the employees who carry out the production process. The work environment is an atmosphere where employees carry out their daily activities. This is presented in more detail in column 4 (Attached) regarding work environment data at PT. Sentral Bra Makmur

It is known based on table 4 (attached) that the level of environmental cleanliness is fairly good but needs to be improved because there may still be some people who are less aware of the environment around them, such as still littering and not daring to reprimand when they see other people littering. In this case, the level of employee awareness must be further increased by providing an appeal about the rules of work environment cleanliness to all employees. In the relationship between employees caused by several factors such as attitudes, behaviors, different characters in each employee or personal disputes between employees resulting in a lack of good relations for some employees. But for the rest PT. Sentral Bra Makmur continues to strive to build good relations between employees such as leaders to their members and employees to other employees. By trying to provide direction to solve problems openly and deliberate to find the best solution.

Employees feel motivated when they feel that their actions are leading to the achievement of goals and valuable rewards that will satisfy their needs. Motivated employees will understand the desires of their leaders and will complete tasks as desired by their leaders. In general, the way to motivate employees is to provide incentives, rewards, opportunities for learning and growth, and a career path that is quite promising for life in the future. In a company, of course, superiors must provide motivation, but there is still a lack of exemplary behavior that causes superiors to sometimes not understand the behavior of their employees, so that they still do not understand the abilities and skills of their employees. The decline in employee performance in honesty is still decreasing, so that employee responsibility is lacking in completing their work and will have an impact on work skills and achievements.

Work Motivation Data at PT. Sentral Bra Makmur is presented in table 5. In table 5 (attached) it appears that respondents lack motivation. First, in the statement of not being willing to be given additional tasks other than routine employee tasks, it means that employees are motivated to always be willing to be given additional tasks. Second, employees want not only the tasks given but also the needs that can support employee work, in the sense of good

facilities and awards for employees in completing work. Third, the lack of leader response in responding to suggestions given by employees, makes employees tend to be passive in expressing their opinions. In fact, employees are actors who support the achievement of goals, have thoughts, feelings and desires that can influence negative attitudes that should be avoided as early as possible. To develop these positive attitudes to employees, leaders should continue to motivate their employees to work in the company.

The purpose of this study is to determine the effect of leadership style, work environment and motivation on Employee Performance at PT. Sentral Bra Makmur in Bogor.

## **2. THEORETICAL STUDY**

### **Employee Performance**

Performance is the result of employee work in achieving activities carried out by the employee to realize the goals, vision and mission of an organization. Therefore, the researcher concludes that the definition of performance is the result of an employee's work in a process or implementation of tasks according to their responsibilities in a certain period that can affect the achievement of a particular organization. According to Mangkunegara (2017:75). Indicators that affect performance include:

1. Quality of work
2. Quantity of work
3. Execution of tasks
4. Responsibility

### **Leadership Style**

According to Kartono (2016), leadership style is a habit, character, nature, personality, temperament that distinguishes a leader in interacting with others. The indicators of a person's leadership style can be assessed and seen from several indicators put forward by Kartono (2008) as follows:

1. Ability to make decisions
2. Ability to motivate
3. Communication skills
4. Ability to control subordinates
5. Responsibility
6. Ability to control emotions

## **Work Environment**

The work environment is everything that is around workers/employees that can affect employee job satisfaction in carrying out their work so that maximum work results will be obtained, where in the work environment there are work facilities that support employees in completing tasks assigned to employees in order to improve employee work in a company. According to Serdayamayanti (2019) work environment indicators are:

1. Lighting
2. Air temperature
3. Relationships between employees and other employees.

## **Work Motivation**

According to Dhian Gering (2017) motivation is related to efforts and drives that arise from within a person which are carried out to fulfill all the goals desired by a person so as to achieve the intended goals. Employees who are motivated to work will help the performance results of the employee. According to Agustini (2019), work motivation indicators are:

1. Hard work
2. Future orientation
3. Efforts to progress
4. Selected coworkers
5. High level of ideals.

## **3. RESEARCH METHOD**

This study uses quantitative and qualitative research. The types and sources of data collected in this study are primary data. Primary data is data collected directly by the researcher, through observation, interviews or questionnaires. This data was collected using direct observation techniques by distributing questionnaires to the population. The population in this study were 133 employees of the office department of PT. Sentral Bra Makmur. The sampling technique used the accendintal sampling method. The sample of this study used the Slovin formula with a sample size of 100 respondents. Data collection techniques used questionnaires, observations, literature studies, and interviews. Data analysis techniques used reliability tests, multicollinearity, normality tests, Heteroscedasticity Tests with multiple linear regression analysis, t-tests, f-tests, and coefficients of determination

#### 4. RESULTS AND DISCUSSION

##### Reliability Test

Reliability test is used to test the reliability of the questionnaire. The questionnaire is said to be reliable if the respondent's answers are consistent over time. The questionnaire is reliable if the Cronbach Alpha value is  $> 0.60$

**Table 1 Reliability Test Results**

Reliability Statistics		
Butir Pernyataan	Cronbach's	
	Alpha	Keterangan
Gaya kepemimpinan (X1)	0,791	Realibel
Lingkungan kerja (X2)	0,848	Realibel
Motivasi kerja (X3)	0,760	Realibel
Kinerja karyawan (Y)	0,822	Realibel

Sumber : data primer diolah, 2025

Based on the table above, it can be stated that the results of the reliability test of 25 questions in the form of a research questionnaire with a sample of 100 samples in 3 independent variables and 1 dependent variable with a Cronbach Alpha value  $> 0.60$  and declared "Reliable". According to the results of the model feasibility test conducted, this research questionnaire was declared reliable and suitable for use as a data collection tool for research samples.

##### Multicollinearity Test

Multicollinearity testing is a situation that shows a strong correlation or relationship between two or more independent variables in a multiple regression model. Multicollinearity testing can be known through the tolerance value and the Variance Inflation Factor (VIF) value, if the tolerance value  $> 0.10$  and the VIF value  $< 10$ , then it can be said that there is no multicollinearity. Based on the results of the analysis, the results of the multicollinearity test were obtained as follows:

**Table 2 Multicollinearity Test Results**

Coefficients <sup>a</sup>			
		Collinearity Statistics	
Model		Tolerance	VIF
1	Gaya kepemimpinan	0.936	1.068
	Lingkungan Kerja	0.990	1.010
	Motivasi kerja	0.933	1.072

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a. Dependent Variable: KINERJA KARYAWAN

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Based on the results of the multicollinearity test, it is known that the tolerance value of X1 (leadership style) = 0.936, X2 (work environment) = 0.990 and X3 (work motivation) = 0.933 > 0.10 and the VIF value of X1 (leadership style) = 1.068, X2 (work environment) = 1.010 and X3 (work motivation) = 1.072 < 10. This indicates that there is no multicollinearity or the regression model passes the multicollinearity test.

### Autocorrelation Test

The autocorrelation test is intended to test whether there is a high correlation between residuals. If there is no correlation between residuals, it is said that the residuals are random. The statistical test used to detect autocorrelation is the Runs Test. The test criteria are if the P value > 0.05, then there is no autocorrelation, conversely if the p value  $\leq$  0.05 then there is autocorrelation. The autocorrelation test in this study used SPSS with the following results:

**Table 3 Autocorrelation Test Results**

<b>Runs Test</b>	
	<i>Unstandardized Residual</i>
<i>Test Value<sup>a</sup></i>	-.18456
<i>Cases &lt; Test Value</i>	48
<i>Cases <math>\geq</math> Test Value</i>	49
<i>Total Cases</i>	97
<i>Number of Runs</i>	48
<i>Z</i>	-.305
<i>Asymp. Sig. (2-tailed)</i>	0.760
a. Median	
Sumber : data primer diolah, 2025	

The results of the autocorrelation test with Runs Test can be seen that the Asymp Sig (2-tailed) value of 0.760 > 0.05 means that there is no autocorrelation (not affected by autocorrelation).

### Heteroscedasticity Test

The heteroscedasticity test is a test that aims to test whether in the regression model there is inequality of variance from the residuals of one observation to another. The heteroscedasticity test aims to find out whether in the regression model there is inequality of variance and residuals from one observation to another observation remains, then it is called



homoscedasticity and if it is different it is called heteroscedasticity. The criteria for this test if the p value  $> 0.05$  then there is no heteroscedasticity, conversely if the p value  $\leq 0.05$  then there is heteroscedasticity. The results of the heteroscedasticity test using the glejser test are as follows:

**Table 4 Heteroscedasticity Test Results**

Coefficients <sup>a</sup>					
Model	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
	B	Std. Error	Beta		
(Constant)	1.052	1.362		0.772	0.442
Gaya kepemimpinan	-0.009	0.049	-0.021	-0.195	0.846
Lingkungan kerja	0.010	0.028	0.036	0.344	0.731
Motivasi kerja	0.029	0.051	0.062	0.580	0.564

a. Dependent Variable: ABSRES\_1

Sumber : data primer diolah, 2025

The results of the heteroscedasticity test show that the p value (significance) of the variable X1 (leadership style) = 0.846  $> 0.05$ , X2 (work environment) = 0.731  $< 0.05$  and X3 (work motivation) = 0.564  $> 0.05$  means that there is no heteroscedasticity (passes the heteroscedasticity test).

### Normality Test

The Normality Test is used to determine the normality of the data. The statistical test used to determine normality is the Kolmogorov-Smirnov Test normality test. The criteria used are to look at the results of Sig (p), if the p value  $> 0.05$  means that the distribution of data in the distribution is in accordance with the normal curve, so it passes the normality test, conversely if the p value  $\leq 0.05$  means that the distribution of data in the distribution is not in accordance with the normal curve, so it does not pass the normality test. The normality test in this study used SPSS with the following results:

**Table 5 Normality Test Results**  
**One-Sample Kolmogorov-Smirnov Test**

<i>Unstandardized Residual</i>	
<i>N</i>	100

<i>Normal Parameters<sup>a,b</sup></i>	0E-7
	1,62114607
<i>Most Extreme Differences</i>	0,070
	0,059
<i>Kolmogorov-Smirnov Z</i>	-0,070
<i>Asymp. Sig. (2-tailed)</i>	0,073
	0,200 <sup>c,d</sup>

a. Test distribution is Normal.

b. Calculated from data.

Sumber : data primer diolah, 2025

The results of the normality test show that the p value of 0.200 > 0.05 means that the residuals are normally distributed (pass the normality test).

### Multiple Linear Regression Analysis

This analysis is used to determine the effect of independent variables (leadership style, work environment and work motivation) on the dependent variable (employee performance). The calculation results are as follows:

**Table 6 Results of Multiple Linear Regression Analysis Test**  
**Coefficients<sup>a</sup>**

Model	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.569	2.116		2.160	0.033
Gaya kepemimpinan	0.738	0.075	0.729	9.794	0.000
Lingkungan kerja	0.039	0.043	0.065	0.904	0.368
Motivasi kerja	0.038	0.079	-0.036	-0.486	0.628

a. Dependent Variable: Kinerja karyawan

Sumber : data primer diolah, 2025

These results can be described in the following equation:

$$Y = 4,569 + 0,738 (MK) + 0,039 (LK) + 0,038 (PK) + e$$

The results of the linear regression obtained can be interpreted as follows:

- a. Constant ( $a$ ) = 4.569 is positive, meaning that if the independent variables (leadership style, work environment, and work motivation) are constant, then employee performance is positive.
- b.  $b_1 = 0.738$  Leadership style has a positive effect on employee performance, meaning that if employee performance increases, then the performance of PT. Sentral Bra Makmur employees will increase with the assumption that variables  $X_2$  (work environment) and  $X_3$  (work motivation) are considered constant/fixed.
- c.  $b_2 = 0.039$  The work environment has a positive effect on employee performance, meaning that if the work environment on employee performance increases or gets better, then the performance of PT. Sentral Bra Makmur employees will increase with the assumption that variables  $X_1$  (leadership style) and  $X_3$  (work motivation) are considered constant/fixed.
- d.  $b_3 = 0.038$  Work motivation has a positive effect on employee performance, meaning that if the variable Work motivation increases, then the performance of PT. Sentral Bra Makmur employees will increase with the assumption that variables  $X_1$  (leadership style) and  $X_2$  (work environment) are considered constant/fixed.

#### t-test (Significance Test)

The t-test is used to test the significance of the influence of independent variables, namely to analyze the significance of the influence of independent variables (Leadership style, Work environment, and Work motivation) on the dependent variable (employee performance) partially. The results of the t-test can be seen in the following table:

**Table 7 t-Test Results**

<i>Coefficients<sup>a</sup></i>					
Model	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.569	2.116		2.160	0.033
1 Gaya kepemimpinan	0.738	0.075	0.729	9.794	0.000
Lingkungan kerja	0.039	0.043	0.065	0.904	0.368
Motivasi kerja	0.038	0.079	0.036	0.486	0.628

a. Dependent Variable: Kinerja karyawan

Sumber : data primer diolah, 2025

1. The results of the t-test on the influence of the leadership style variable obtained a t-value of 9.988 with a p value (0.000)  $< 0.05$ , so  $H_0$  is rejected.  $H_a$  is accepted, meaning that the leadership style variable has a significant effect on the performance of PT. Sentral Bra Makmur employees, so that  $H_1$  is proven true.
2. The results of the t-test on the influence of the work environment variable obtained a t-value of 0.986 with a p value (0.368)  $> 0.05$ , so  $H_0$  is accepted.  $H_a$  is rejected, meaning that the work environment variable has no significant effect on the performance of PT. Sentral Bra Makmur employees, so that  $H_1$  is not proven true.
3. The results of the t-test on the influence of the Work Motivation variable obtained a t-value of 0.405 with a p value (0.628)  $> 0.05$ , so  $H_0$  is accepted.  $H_a$  is rejected, meaning that the Work Motivation variable has no significant effect on the performance of PT. Sentral Bra Makmur employees, so that  $H_3$  is not proven true.

#### **F Test (Model accuracy)**

The F test is intended to test the accuracy of the model used to predict the influence of independent variables X1 (leadership style), X2 (work environment) and X3 (work motivation) on the dependent variable (employee performance). The results of the model accuracy test can be seen as follows:

**Table 8 F Test Results**

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	459.789	3	153.263	33.291	.000 <sup>b</sup>
	Residual	428.150	93	4.604		
	Total	887.938	96			

a. Dependent Variable: Kinerja karyawan

b. Predictors: (Constant), Motivasi kerja, Gaya kepemimpinan, Lingkungan kerja

Sumber : data primer diolah, 2025

The results of the model accuracy test obtained a calculated F value of 33.291 with a p value of 0.000  $< 0.05$ , so  $H_0$  is rejected and  $H_a$  is accepted, meaning that the model used is appropriate to predict the influence of the independent variables X1 (leadership style), X2

(work environment) and X3 (work motivation) on the dependent variable (employee performance).

### **Determination Coefficient Test (R<sup>2</sup>)**

This analysis is used to determine how much contribution the independent variables (leadership style, work environment, and work motivation) make to the dependent variable (employee performance) expressed in percentage. The determination coefficient (R<sup>2</sup>) is calculated using the SPSS program. The results of the determination coefficient test can be seen in the following table:

**Table 9 Results of the Determination Coefficient Test**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,720 <sup>a</sup>	0,518	0,503	2,113
a. Predictors: (Constant), Motivasi kerja, Gaya kepemimpinan, Lingkungan kerja				
Sumber : data primer diolah, 2025				

The result of the determination coefficient (Adjust R<sup>2</sup>) of 0.415 means that the amount of contribution of independent influence of X1 (leadership style), X2 (work environment) and X3 (work motivation) to Y (employee performance) is 50.3%. The rest (100% - 50.3%) = 49.7 is influenced by other variables that are not studied, for example location, leadership style, facilities and promotion.

### **Discussion**

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

The results of the study indicate that leadership style has a significant effect on employee performance at PT. Sentral Bra Makmur with a t value of 9.794 with a p value (0.000) <0.05, so that H1 is proven true. The results of this study are in accordance with the theory that states that leadership style is an important aspect for companies to improve employee performance. The implication is that in order for leadership style to improve employee performance at PT. Sentral Bra Makmur, leaders at PT. Sentral Bra Makmur should improve their ability to control subordinates and problem solving so that employees can help each other more when coworkers have difficulty working. Leaders at PT. Sentral Bra Makmur should always have the ability to motivate work so that employees will always make plans before doing the work given by the leader.

The results of this study are in accordance with previous research conducted by Brian Hega Odeini, Yuterlin Zalukhu, (2023) which states that leadership style affects employee performance

### **The effect of the work environment on employee performance**

The results of the study show that the work environment has no significant effect on employee performance shopping at PT. Sentral Bra Makmur with a t value of 0.904 with a p value  $(0.368) > 0.05$ , so that H2 is not proven true. This study is not in line with the theory presented by Fatihudin & Firmansyah, (2021:34) that a good environment between the company and employees will create increased employee performance. The implication is that the work environment improves employee performance at PT. Sentral Bra Makmur, then PT. Sentral Bra Makmur should further improve the work atmosphere by creating a work atmosphere that is increasingly quiet so that employees are calmer in working. PT. Sentral Bra Makmur should always maintain security so that security in the office is always maintained.

The study is in line with the study conducted by Lisnawati, Rosa, Yunita & Hartati (2020) which stated that the work environment has no significant effect on the decision to use services.

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

The results of the study show that Work Motivation has no significant effect on employee performance shopping at PT. Sentral Bra Makmur with a t value of 0.486 with a p value  $(0.628) > 0.05$ , so that H3 is not proven true. This study is not in line with the theory presented by Indrasari (2021:69) that Work Motivation can improve employee performance. The implication is that in order for Work Motivation to improve employee performance at PT. Sentral Bra Makmur, PT. Sentral Bra Makmur employees should increase their work awareness by always doing work with self-awareness. PT. Sentral Bra Makmur employees should always pay attention to work procedures by always upholding the company's vision and mission and implementing them in their daily tasks.

The research results are in line with research conducted by Surya (2021), which stated that work motivation has no significant effect on the decision to use services.

## **5 CONCLUSION AND SUGGESTIONS**

Based on the results of the study, it can be concluded as follows:

- a. Leadership style has a significant effect on the performance of PT. Sentral Bra Makmur employees.

- b. The work environment has no significant effect on the performance of PT. Sentral Bra Makmur employees
- c. Work motivation has no significant effect on the performance of PT. Sentral Bra Makmur employees

Furthermore, suggestions for PT. Sentral Bra Makmur are suggested to be:

- a. PT. Sentral Bra Makmur should improve the performance of PT. Sentral Bra Makmur delivery employees, so work discipline needs to be improved
- b. PT. Sentral Bra Makmur should improve employee performance by providing employees with a work environment that supports employee performance
- c. PT. Sentral Bra Makmur should always increase work motivation by increasing employee loyalty so that employee performance increases

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