



The Correlation between Leadership Style, Work Motivation and Work Environment with Employee Performance at the Office of the Ministry of Religious Affairs in Alor District - East Nusa Tenggara Province

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Abstract: This study aims to determine the correlation of leadership style with performance, to determine the correlation of work motivation with performance, to determine the correlation of work environment with performance, to determine the leadership style with work motivation, to determine the correlation of leadership style with work environment, to determine the correlation of work motivation with work environment, to determine the correlation of leadership style, work motivation and work environment together with the performance of employees at the office of the Ministry of Religious Affairs in Alor District East Nusa Tenggara Province. This type of research is a quantitative description. Samples were taken using accidental sampling. The sample in this study was 61 employees. The data collection tools used are observation, interviews, questionnaires, and literature studies. The data analysis model used to answer the hypothesis is bivariate correlation analysis, multiple correlation, F test and R test using the SPSS version 22 for windows program tool. From the results of the correlation test it can be concluded that, (1) there is a correlation between leadership style and employee performance at the office of the Ministry of Religious Affairs in Alor District East Nusa Tenggara Province., (2) there is a correlation between work motivation and employee performance at the office of the Ministry of Religious Affairs in Alor District East Nusa Tenggara Province., (3) there is a correlation between the work environment and employee performance at the office of the Ministry of Religious Affairs in Alor District East Nusa Tenggara Province., (4) there is a correlation between leadership style and work motivation of employees at the office of the Ministry of Religious Affairs in Alor District East Nusa Tenggara Province., (5) there is a correlation between leadership style and the work environment of employees at the office of the Ministry of Religious Affairs in Alor District East Nusa Tenggara Province., (6) there is a correlation between work motivation and the work environment of employees at the office of the Ministry of Religious Affairs in Alor District East Nusa Tenggara Province., (7) there is a correlation

between leadership style, work motivation and work environment together with the performance of employees at the office of the Ministry of Religious Affairs in Alor District East Nusa Tenggara Province.

Key words: leadership style, work motivation and work environment with employee performance.

INTRODUCTION

In government agencies, employees are not only a production factor for an agency, but an asset that determines the success or failure of a government agency in achieving its goals. The form of success can be measured by the level of employee performance. Satisfactory performance of employees does not happen by itself and instantly but requires continuous evaluation. Employee performance is the result or achievement of employee work which is assessed in terms of quality and quantity based on work standards determined by the agency. The results or achievements of good employee work will have an impact on the achievement of organizational goals.

Steps taken to obtain satisfactory employee performance include increasing work motivation, strengthening work discipline, and maintaining a good quality work environment. Employee performance is something that is important in an effort to achieve the goals of government agencies. Good performance reflects the state of employees who can work quickly, precisely and responsibly. The formation of performance results is supported by the leadership style in planning the process of changing a more comfortable work environment and can provide motivation to subordinates.

Leadership style is a method used by a leader in influencing the behavior of others. With a leadership style, a leader is able to generate motivation in his employees so that they can present the best of themselves to carry out their duties and responsibilities. The emergence of motivation in employees because of a need, and if these needs are fulfilled, these employees will work hard and will produce optimal performance. Motivation as a driving force from outside that is done to other people so that they want to do something that has been determined by an organization. Good motivation is motivation that succeeds in arousing the passion and enthusiasm for work of an employee so that they want to work together, work effectively, and have integrity so that it can cause employee performance to be optimal, so that the goals of an organization are achieved.

Without motivation employees will not succeed in completing a job to the fullest because there is no will power that comes from within the employee himself, which appears only routine. The organization as the work parent must provide a comfortable and conducive work environment that can provoke employees to work productively. Unhealthy work environment conditions can cause employees to be easily stressed, not enthusiastic about working, coming late, and vice versa if the work environment is healthy then employees will certainly be enthusiastic about working. This means that the work environment has a correlation in improving employee performance because the work environment is everything that is around employees that can affect employees in carrying out their duties and responsibilities. Therefore, it is appropriate for agencies to provide an adequate work environment for their employees such as comfortable office layout, decoration in the workplace, beautiful color layout, clean environment, air circulation in the room, air humidity, temperature or air temperature in a cool room, sufficient lighting or light, no noise in the workplace.

The Office of the Ministry of Religious Affairs in Alor District East Nusa Tenggara Province is one of the government agencies in charge of religion, namely providing services in the religious field. Efforts made in creating good and effective performance in this office have not been optimal, because there are many obstacles such as there are still employees arriving late and leaving early and there are still many employees who are not on time in submitting work reports which are their responsibility, thus causing not optimal task completion.

RESEARCH METHODS

A. Population

According to Sugiyono (2013: 115) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. The population in this study were all employees at the Office of the Ministry of Religious Affairs in Alor District East Nusa Tenggara Province. totaling 61 employees.

B. Sample

The sample is part of the number and characteristics possessed by the population (Sugiyono, 2013). The sample method in this study used a saturated sample, because all members of the population were sampled, so the sample in this study were all employees at the Office of the Ministry of Religious Affairs in Alor District East Nusa Tenggara Province. totaling 61 employees (N= n).

C. Data Collection Techniques

Data collection techniques are a way to obtain information or data that has a direct correlation with research, the techniques used in research for data collection are as follows:

1. Observation

Observation is a data collection technique that is carried out by directly reviewing the object of research.

2. Interview

Interview is a technique carried out by communicating with related parties at the research site. In this study, researchers conducted interviews in the form of direct questions and answers with leaders and employees who had something to do with the research.

3. Questionnaire

Questionnaire is a data collection technique that is done by giving a set of questions or written statements to respondents.

4. Literature study

Literature study is a data collection technique by collecting existing documents at the research site.

D. Data Analysis Techniques

In this data analysis technique, researchers will use SPSS 22.0 *for windows*. This tool is to calculate and analyze researcher data on preliminary analysis and further analysis.

1) Preliminary Analysis

1. Descriptive Statistics

According to Ghozali (2011: 19), descriptive statistics provide an overview or description of data seen from the average value (mean), standard deviation, variance, maximum, minimum, sum, range, kurtosis and skewness.

2. Instrument / Questionnaire Test

1. Validity Test

The validity test in this study used *Pearsons Product Moment* with the help of the SPSS 22 program.

Testing criteria:

1. If $\text{sig (2-tailed)} < \alpha (0.05)$, then the questionnaire is declared valid
2. If $\text{sig (2-tailed)} > \alpha (0.05)$, then the questionnaire is declared invalid

The formula that can be used to test validity using the *product moment persons* correlation technique is:

$$r_{xy} = \frac{N \sum XY (\sum X)(\sum Y)}{\sqrt{\{N \sum X^2 - (\sum X)^2\} \{N \sum Y^2 - (\sum Y)^2\}}}$$

Description:

- r_{xy} = The correlation coefficient being sought
- $\sum xy$ = The number of multiplications between variables x and y
- $\sum x^2$ = Sum of the squares of X values
- $\sum(x)^2$ = The number of X values then squared
- $\sum(y)^2$ = The sum of the X values then squared
- N = Number of respondents

2. Reliability Test

Reliability in research using data processing with the help of SPSS 22 *Alpha Cronbach* technique. The *Cronbach's Alpha* technique is used to determine whether a research instrument is reliable or not, if the answers given by respondents are in the form of scales such as 1-3 and 1-5, as well as 1-7 or respondents' answers interpreting attitude assessments.

For example, respondents gave the following answers:

1. Very Satisfactory (VS) = 5
2. Satisfactory (S) = 4
3. Neutral or sometimes (N) = 3
4. Unsatisfactory (U) = 2
5. Very Unsatisfactory (VU) = 1

The criteria for a research instrument are said to be reliable using this technique, if the reliability coefficient (r_{11}) ≥ 0.6 . Test the reliability of the research instrument with a significant level (α) = 5%.

3. Classical Assumption Test

1. Normality Test

According to Umar (2011: 181) states that the normality test is used to determine whether the dependent, independent, or both variables are normally distributed, close to normal. According to Sugiyono and Susanto (2015: 323) the implementation of the normality test uses the Kolmogorov-Smirnov test, with the applicable criteria, namely if the significance result is > 0.05 , which means that the residuals are normally distributed.

2. Heteroscedasticity Test

Heteroscedasticity test is conducted to determine whether in the regression model there is an inequality of variance from the residuals of an observation to another observation. Heteroscedasticity in this study uses the Glejser Heteroscedasticity test by regressing the independent variable on the absolute residual value or Abs_Res with the basis for decision making if the significance result is > 0.05 , which means that there are no symptoms of heteroscedasticity.

3. Linearity Test

According to Sugiyono and Susanto (2015: 323) the linearity test can be used to determine whether the dependent variable and the independent variable have a linear correlation or not significantly. The linearity test can be done through the test of linearity. The applicable criteria are if the significance value on linearity ≤ 0.05 , it means that between the independent variable and the dependent variable there is a linear correlation.

2) Advanced Analysis

1. Bivariate Correlation

The following is the *Pearson Product Moment* correlation formula (Riduwan,2012: 218):

$$r_{xy} = \frac{n (\sum XY) - (\sum X) \cdot (\sum Y)}{\sqrt{\{n \cdot \sum X^2 - (\sum X)^2\} \cdot \{n \cdot \sum Y^2 - (\sum Y)^2\}}}$$

Description:

N = number of data pairs

X = independent variable

Y = dependent variable

R = correlation coefficient

2. Multiple Correlation

The following is a multiple correlation formula (Riduwan, 2012: 248):

$$R_{x_1x_2x_3y} = \sqrt{\frac{r^2_{x_1y} + r^2_{x_2y} + r^2_{x_3y} - 2 \cdot r_{x_1y} \cdot r_{x_2y} \cdot r_{x_3y} \cdot r_{x_1x_2x_3}}{1 - r^2_{x_1x_2x_3}}}$$

Description:

$R_{x_1x_2x_3y}$ = Correlation between variables x_1, x_2, x_3 together with variable y

r_{yx_1} = Product-moment correlation between x_1 and y

r_{yx_2} = Product-moment correlation between x_2 and y

r_{yx_3} = Product-moment correlation between x_3 and y

$r_{x_1x_2x_3}$ = Product-moment correlation between x_1, x_2 and x_3

To make research decisions, decision-making rules are used with the F test and R test.

1. Simultaneous Test (F Test)

This test is used to determine whether the independent variables together have a significant correlation with the dependent variable, or are used to determine whether the correlation model can be used to predict the dependent variable or not. Significant means that the correlation that occurs can apply to the population (can be generalized).

The formula for finding F count is as follows:

$$F_{hitung} = \frac{R^2/k}{(1 - R^2)/(n - k - 1)}$$

Description:

R^2 = Coefficient of determination

N = amount of data

K = number of independent variables

The decision is:

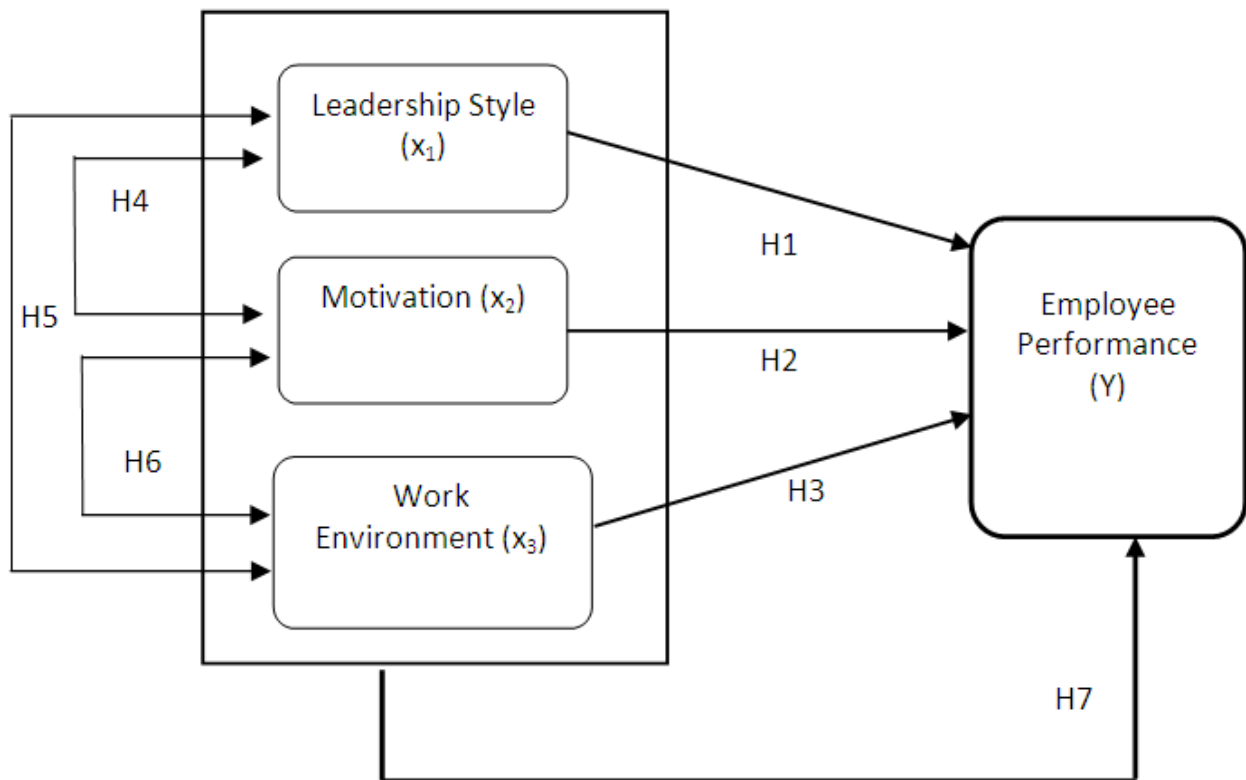
- If significant F test $>$ alpha (sig F $>$ 0.05) between H_0 is accepted, meaning that there is no correlation between variables.
- If the significant F test \leq alpha (sig F \leq 0.05) then H_a is accepted, meaning that there is a correlation between variables.

2. Coefficient of Determination (R Test)

The coefficient of determination (R Square or R squared) or symbolized by "R" which means as a contribution to the influence given by the independent variable or independent variable (X) on the dependent variable or dependent variable (Y), or in other words, the coefficient of determination or R Square is useful for predicting and seeing how much influence is given by variable X simultaneously (together) with variable Y.

E. Basic Research Framework

This framework aims to provide a clearer picture of the research variables and the indicators that determine them. This framework describes the direct influence of the independent variables (Leadership Style, Motivation and Work Environment) on the dependent variable (Performance). The framework in this study is described in the following figure:



Description:

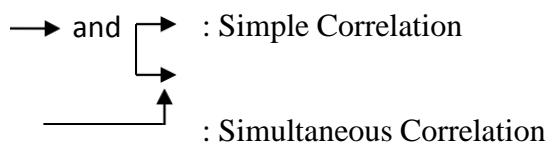


Figure 1. Basic Research Framework

RESEARCH RESULTS AND DISCUSSION

RESULTS

Based on the results of the data processing above, the correlation that occurs between leadership style, work motivation, work environment and employee performance performance at the office of the Ministry of Religious Affairs in Alor District East Nusa Tenggara Province. has a significant correlation, so it is concluded that the level of correlation between the dependent variable and the independent variable is quite strong with the following explanation:

1. Testing the correlation of leadership style variables with performance.

For the first variable from the results of SPSS processing, the leadership style variable has a correlation coefficient value with performance is 0.574 with a determination coefficient of 32.94

and a significant level of $0.000 < \alpha =$

0.05 then H_0 is rejected and H_a is accepted, meaning that the leadership style variable has a strong correlation with the performance of employees at the office of the Ministry of Religious Affairs in Alor District East Nusa Tenggara Province.

2. Testing work motivation variables with performance

For the second variable from the results of SPSS processing, the work motivation variable has a correlation coefficient value with performance is

0.561 with a determination coefficient of 31.47 and a significant level of 0.000

$< \alpha = 0.05$ then H_0 is rejected and H_a is accepted meaning that the work motivation variable has a strong correlation with the performance of employees at the office of the Ministry of Religious Affairs in Alor District East Nusa Tenggara Province.

3. Testing work environment variables with performance

For the third variable from the results of SPSS processing, the work environment variable has a correlation coefficient value with performance is

0.574 with a determination coefficient of 32.94 and a significant level of 0.000

$< \alpha = 0.05$ then H_0 is rejected and H_a is accepted, meaning that the work environment variable has a strong correlation with the performance of employees at the office of the Ministry of Religious Affairs in Alor District East Nusa Tenggara Province.

4. Testing leadership style variables with work motivation

For the first variable from the SPSS results, the processing of the leadership style variable has a correlation coefficient value with the work motivation variable is 0.691 with a determination coefficient of 47.74 and a significant level of $0.000 < \alpha = 0.05$, then H_0 is rejected and H_a is accepted, meaning that the leadership style variable has a strong correlation with the work motivation of the performance of employees at the office of the Ministry of Religious Affairs in Alor District East Nusa Tenggara Province.

5. Testing leadership style variables with work environment

For the first variable from the SPSS results, the processing of the leadership style variable has a correlation coefficient value with the work environment is 0.899 with a determination coefficient of 80.82 and a significant level of 0.000

$< \alpha = 0.05$ then H_0 is rejected and H_a is accepted, meaning that the work environment variable has a strong correlation with employee performance work motivation at the office of the Ministry of Religious Affairs in Alor District East Nusa Tenggara Province.

6. Testing work motivation variables with work environment

For the second variable, the results of spss, processing work motivation variables have a correlation coefficient value with the work environment is 0.717 with a determination coefficient of 51.40 and a significant level of 0.000

$< \alpha = 0$, then H_0 is rejected and H_a is accepted, meaning that the work environment variable has a very strong correlation with the work motivation of the performance of employees at the office of the Ministry of Religious Affairs in Alor District East Nusa Tenggara Province.

DISCUSSION

1. Multiple Correlation Analysis

Multiple correlation statistical analysis aims to determine the level of correlation (simultaneous) between two or more independent variables (X) on the dependent variable (Y). This multiple analysis is to find the 7th hypothesis by using the SPSS 22 For Windows program. The results of this study can be seen in the following table.

Table 1. Multiple Correlation Variable Categories

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.621 ^a	.386	.354	3.150	.386	11.942	3	57	.000
a. Predictors: (Constant), Work Environment, Work Motivation, Leadership Style									

Source: Processed results of SPSS 22 For Windows, (2022)

Based on the table of SPSS data processing results above, while the independent variables (leadership style, work motivation and work environment) are able to explain the correlation that occurs with the dependent variable (appreciation) or called the coefficient of determination (R^2) aimed at R square of 0.386 or 0.354 and F test of 11.942 with a significant $0.000 < \alpha = 0.05$ then H_0 is rejected and H_a is accepted, namely the level of correlation between leadership style, work motivation and work environment with the performance of employees at the office of the Ministry of Religious Affairs in Alor District East Nusa Tenggara Province. is a "very strong correlation".

2. Simultaneous Test (F Test)

Table 2. Simultaneous Test (F Test)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	355.477	3	118.492	11.942	.000
	Residuals	565.572	57	9.922		
	Total	921.049	60			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Work Environment, Work Motivation, Leadership Style						

Source: Processed results of SPSS 22 For Windows, 2022

This test is intended to test the correlation of each independent variable to the dependent variable. Based on the results of data analysis as shown in table 4.22 above, it is known that the significance value is 0.000 where this value is smaller than the alpha value < 0.05 . Thus, it can be concluded that the results of this study accept H_7 which states that together the variables of leadership style, work motivation and work environment are significant to the employee performance variable at the office of the Ministry of Religious Affairs in Alor District East Nusa Tenggara Province.

3. Determination Coefficient Test (R Test)

Table 3. Test Coefficient of Determination (Test (R))

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.621 ^a	.386	.354	3.150
a. Predictors: (Constant), Work Environment, Work Motivation, Leadership Style				

Source: Processed results of SPSS 22 For Windows, 2022

Based on the table, it can be seen that the simultaneous correlation between all independent variables and the dependent variable is 0.621, the coefficient of determination is 0.386 (68%), meaning that the diversity in the performance variable is determined by the variables of leadership style, work motivation and work environment while the remaining 43.9% is determined by other variables not examined.

CONCLUSIONS

In accordance with the results of research and discussion, the researcher concludes the following points:

1. The leadership style variable (X1) is significantly related to the performance (Y) of employees at the office of the Ministry of Religious Affairs in Alor District East Nusa Tenggara Province. where it has a Sig. $0,000 < 0,05$
2. The work motivation variable (X2) is significantly related to the performance (Y) of employees at the office of the Ministry of Religious Affairs in Alor District East Nusa Tenggara Province. where it has a Sig value. $0,000 < 0,05$
3. The work environment variable (X3) is significantly related to the performance (Y) of employees of the Alor Regency Ministry of Religious Affairs Office where it has a Sig value. $0,000 < 0,05$
4. The leadership style variable (X1) is significantly related to work motivation (X2) of employees at the office of the Ministry of Religious Affairs in Alor District East Nusa Tenggara Province. where it has a Sig value. $0,000 < 0,05$
5. The leadership style variable (X1) is significantly related to the work environment (X3) of employees at the office of the Ministry of Religious Affairs in Alor District East Nusa Tenggara Province. where it has a Sig value. $0,000 < 0,05$
6. The work motivation variable (X2) is significantly related to the work environment (X3) of employees at the office of the Ministry of Religious Affairs in Alor District East Nusa Tenggara Province. where it has a Sig value. $0,000 < 0,05$
7. The variables of leadership style (X1), work motivation (X2), and work environment together have a correlation with the performance (Y) of employees at the office of the Ministry of Religious Affairs in Alor District East Nusa Tenggara Province. where it has a sig value. $0,000 < 0,05$

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