



An Exploration of the Relationship between Leadership, Motivation, Environment, and Performance in Small and Medium Food Distribution Enterprises

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Abstract

This study aims to determine how much influence leadership, work motivation, and environment have on employee performance at Citra Pekanbaru Trading Business. The sampling technique used a saturated sample, with the sample taken in the study in the form of all employees at Citra Pekanbaru Trading Business as many as 42 people, the data taken using the Questionnaire (questionnaire) method. The data analysis technique used is multiple linear regression analysis where the independent variable consists of leadership, work motivation, and environment, and the dependent variable is employee performance. The results showed that partial leadership (X1) had a significant effect on employee performance, work motivation (X2) had a positive and significant effect on employee performance and the environment (X3) had a significant effect on employee performance.

Keywords: Leadership, Work Motivation, Environment, Employee Performance

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1.0 INTRODUCTION

In the current era of globalization, Human Resources is one of the company's important assets in achieving the goals, mission and vision of the company. Therefore companies need to manage and develop human resources well, the success of a company does not only have technological advantages and availability of funds but company success must also have human factors that can support the running of the company. Every company certainly has the same goal in terms of improving the welfare of its employees or owners, so that the company can run its management must pay attention to several important aspects such as leadership, motivation, work environment, performance and other aspects. With the existence of potentially good human resources, then the resulting performance can affect the progress of the company and vice versa if the performance of a company is not good then it will hinder the company's progress. This can make Human Resource Management an important indicator to achieve company goals efficiently and effectively. Human resources also have a strategic role for a company, where human resources are a key in achieving the success of a company. The progress of a company depends on the human resources that exist in the company by providing responsibility for managing activities This can make Human Resource Management as one of the important indicators to achieve company goals efficiently and effectively. Human resources also have a strategic role for a company, where human resources are a key in achieving the success of a company. The progress of a company depends on the human resources that exist in the company by providing responsibility for managing activities This can make Human Resource Management as one of the important indicators to achieve company goals efficiently and effectively. Human resources also have a strategic role for a company, where human resources are a key in achieving the success of a company. The progress of a company depends on the human resources that exist in the company by providing responsibility for managing activities.

Employee performance (Kersiati et al., 2023; Rafizal et al., 2022; Yarmanelis et al., 2022) can affect the company's progress where if employee performance continues to increase, the company's goals will be achieved, and if employee performance decreases, the company's goals will be difficult to achieve. performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period (Kasmir, 2016). Employee performance can be influenced by several factors such as work motivation, work discipline, leadership, work environment and training. Therefore, companies need to know what

factors can encourage increased employee performance. Citra Pekanbaru Trading Business began operating in 1997 until now this company is engaged in the distribution of food ingredients such as rice, sugar, flour, oil and others, which are located on Jalan Arengka II, Avian Warehousing Complex block G8, the vision of this company is to make the Trading Business. The image as a superior company as a distributor and supplier of affordable food ingredients in Pekanbaru, a phenomenon that often occurs and is always being debated in this company is where there is a lack of understanding of what the leader conveys to his subordinates, there is a lack of communication between employees, the attitude of the leader's concern for subordinates, the firmness of a leader in leading his company.

In this study it was suspected that the factors of leadership, work motivation and the environment had an effect on the performance (Atika et al., 2022; Sirait et al., 2022; Wahyudi et al., 2023) of employees at Citra Pekanbaru Trading Business and these factors that you want to find a solution for in order to improve employee performance, can be seen in the performance appraisal data at the Good judiciary which continues to experience a periodic decline, namely in 2018 the number of employees with good ratings totaled 27 people while in 2019 there were 24 people and in in 2020 there were 21 people, therefore it is necessary to know what caused the employee's performance to decrease. Employee performance is an important thing that every company must have. Because this can support the success or failure of a business that runs. Employee performance can be influenced by several factors such as work motivation, work discipline, leadership, work environment and training. Therefore, companies need to know what factors can encourage increased employee performance.

The role of a leader is very important because a leader can influence the success of the company as a whole, it is the leader who will bring his employees to the same goal, a leader should be able to encourage his employees to achieve achievements, a leader is tasked with directing, supporting and also being firm when make decisions and have the courage to take on high responsibilities. Based on previous research conducted by (Arifai, 2018) This research uses multiple linear regression analysis with a sample size of 41 people. The results of this research state that leadership variables and work motivation variables partially or simultaneously have a significant effect on employee performance (Alpler et al., 2021; Alshabani & Bakir, 2017; Awan et al., 2020).

Work motivation is one of the factors that can influence employee performance (Andi et al., 2022; Panjaitan et al., 2023; Tohan et al., 2022). Work motivation plays an important role in improving performance in a company. Lack of work motivation can cause high and low levels of employee performance, therefore companies need to know what can encourage increased employee performance (Andrianto et al., 2023; Sari et al., 2022; Sriadmitum et al., 2022). Motivation is a factor that encourages someone to carry out certain activities, therefore motivation is often interpreted as a factor. driving someone's behavior, one way to improve employee performance is by motivating the employee so that it can have a positive impact on performance, without work motivation it will be difficult for the company to achieve optimal results. (Bentar et al., 2017) states that work motivation has a significant effect on employee performance.

The work environment is one of the factors that indirectly influences employee performance. A work environment that is calm and provides a sense of comfort can make it possible for employees to work optimally. If the employee feels comfortable and likes the work environment, the employee can complete his duties or be responsible for his duties. According to Sedarmayanti (2017), the work environment is an important factor in creating employee performance, because the work environment has a direct influence on employees in completing work which will ultimately improve organizational performance (Kusumayanti et al., 2020) The work environment can be said to be good if The humans inside carry out all their activities optimally, safely, healthily and comfortably. If an employee works in a work environment that is not supportive and adequate, then working optimally will make the employee easily become lazy and tired so that the employee's performance will be low. A good environment will have an impact on increasing employee performance levels. In research conducted by (Sihaloho & Siregar, 2019) it is stated that the work environment has a significant effect on employee performance. Based on the background and because of differences in the results of previous research, the aim of this research is to determine and analyze the influence of leadership, work motivation and environment on employee performance at UD. Pekanbaru image. then to work optimally will make employees easily become lazy and tired so that the employee's performance will be low. A good environment will have an impact on increasing the level of employee performance. In research conducted by (Sihaloho & Siregar, 2019) it is stated that the work environment has a significant effect on employee performance. Based on the background and because of differences in the results of previous research, the aim of this research is to determine and analyze the influence of leadership, work motivation and environment on employee performance at UD. Pekanbaru image. So to work optimally will make employees easily become lazy and tired so that the employee's performance will be low. A good environment will have an impact on increasing employee performance levels. In research conducted by (Sihaloho & Siregar, 2019) it is stated that the work environment has a significant effect on employee performance. Based on the background and because of differences in the results of previous research, the aim of this research is to determine and analyze the influence of leadership, work motivation and environment on employee performance at Citra Pekanbaru Trading Business which states that the Work Environment has a significant effect on employee performance. Based on the background and because of differences in the results of previous research, the aim of this research is to determine and analyze the influence of leadership, work motivation and environment on employee performance at Citra Pekanbaru Trading Business which states that the work environment has a significant effect on employee performance. Based on the background and because of

differences in the results of previous research, the aim of this research is to determine and analyze the influence of leadership, work motivation and environment on employee performance at UD. Pekanbaru image.

2.0 LITERATURE REVIEW

Human Resources

In essence, human resources (HR) are people who are employed as thinkers, movers and as planners to achieve the company's goals. Human Resources are the main driving force in an organization, the key to the success of a change is in human resources as the initiator, provider of energy, creativity and their efforts to the organization to continuously improve organizational change capabilities, Human Resources are the main driving force in an organization. organization, the key to the success of a change is human resources as the initiator, provider of energy, creativity and their efforts to the organization to continuously improve the organization's ability to change.

Employee performance

Formally, employee performance is defined as the value of a set of employee behaviors that contribute both positively and negatively to achieving organizational goals. Which means that performance is comprehensive and touches all elements, elements or inputs that must be utilized by the organization. According to (Kashmere, 2016) performance is the result of work or work behavior, if performance is based on results, then what is seen is the amount of quality and quantity produced by someone. For example, someone's ability to sell targeted goods.

Leadership

Leadership is the ability to influence, move and direct an action in a certain situation in a person or group of people to achieve certain goals in certain situations (Bentar et al., 2017), According to (Wahyudi, 2017) that leadership is a person's ability to move, direct, as well as influence the mindset, way of working of each member so that each member acts independently in work, especially in making decisions for the benefit of accelerating the achievement of predetermined goals. According to (Handoko, 2015) believes that "leadership is the ability that a person has to influence other people to work to achieve goals and objectives. Based on research conducted by (Kusumayanti et al., 2020), (Suryani & Kosasih, 2016), (Ratmayani & Hartono, n.d.) where the results of the study state that leadership has a positive and significant effect on employee performance. In contrast to the results of research conducted by (Octavian, 2018) by stating that leadership has no significant effect on employee performance.

H1: Leadership influences employee performance

Work motivation

Motivation can also be interpreted as an important factor that can encourage someone to act in a certain way, a lack of work motivation can have a bad effect on the quality of employee performance and conversely high motivation can make employees have a good performance influence on the continuity of the company. The influence of work motivation has been studied by (Bentar et al., 2017) with the result that motivation has a positive and significant effect on employee performance, but it is different from research from (Abdullah, 2018) which concluded that partially work motivation had no significant effect on employee performance.

H2: Work Motivation has an effect on Employee Performance

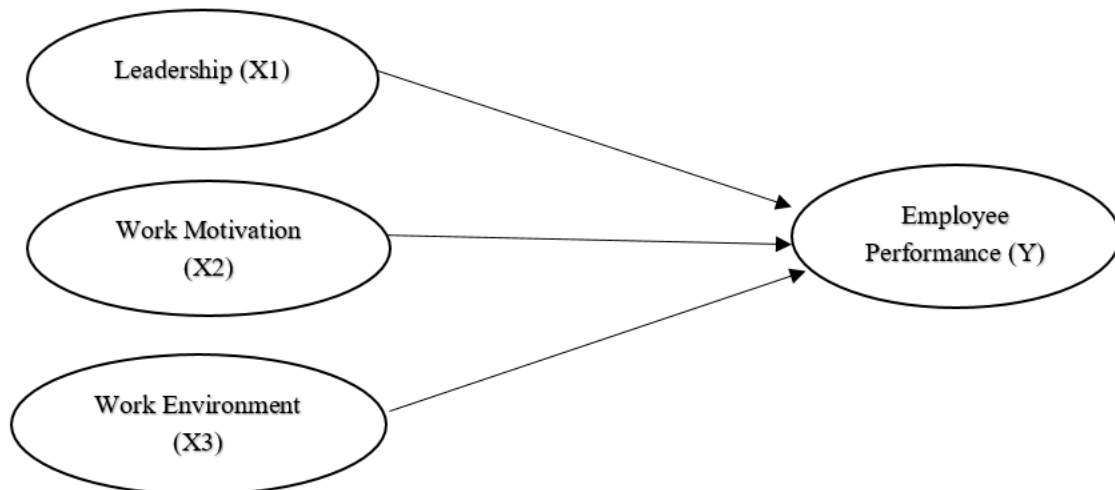
Work environment

The work environment is said to be the entire work infrastructure around employees who are carrying out work which can influence the work itself (Saydam, 2000). The condition of the work environment is said to be good if the employee can carry out his activities optimally, safely, healthy and comfortable. The results of research conducted by (Sihaloho & Siregar, 2019) states that the work environment has a significant effect on employee performance, but this research is contrary to research conducted by (Wulan, 2019) which concludes that the work environment has no significant effect on employee performance.

H3: Work environment influences employee performance

Framework

To get a clearer picture of the influence of leadership, work motivation and environment on employee performance at Citra Pekanbaru Trading Business, researchers can show it as follows:



Source: 2021 processed data
Figure 1. Framework of Thought

3.0 METHODOLOGY

Research methods

Object of research

This research was conducted at Citra Pekanbaru Trading Business which is located at Jalan Arengka II, Avian Warehouse Complex Block G.7-8 in Pekanbaru.

Population and Sample

The population in this study were all Trading Business employees. Citra Pekanbaru Trading Business, with a total of 42 people, was taken using the saturated sampling method, namely the sampling technique when all members of the population are used as samples.

Data Sources

There are 2 types of data sources used in this research, namely primary data and secondary data. Primary data was obtained directly through questionnaires given to Trading Business employees. Pekanbaru image and secondary data obtained in the form of data collected from the Trading Business. Pekanbaru's image in the form of employee performance research data, number of employees, company prosperity and other data that can support this research. Meanwhile, the data collection technique is in the form of distributing questionnaires containing a series of written questions so that they can be filled in directly by all respondents (employees).

Data collection technique

To obtain data accurately and in detail, researchers used the method of distributing questionnaires. Questionnaires are a way of collecting data by distributing a list containing a series of written questions arranged systematically, which are submitted directly to all respondents (all employees). By doing this technique researchers can find out the responses, characteristics and attitudes of respondents to the influence of Leadership, Work Motivation and the Environment on employee performance, for the measurement scale at the Likert scale level.

Data Analysis Techniques

In this research, the data analysis used is a Home Linear Regression test, which is a method used to predict the value of the dependent variable, namely Employee Performance, by paying attention to the value of the independent variables, namely leadership, work motivation and work environment so that it can be seen whether the influence is positive or not.

4.0 RESULTS AND DISCUSSION

Characteristics of Respondents

This study uses all employees who work at Citra Pekanbaru Trading Business as a respondent, divided by age, gender, last education, status and length of work.

Table 1. Characteristics of Respondents

Characteristics	Category	Frequency	Percentage (%)
Gender	Man	27	64.3 %
	Woman	15	35.7 %
	Total	42	100%
Age	< 20 yrs	3	7.1 %
	21-30 yrs	18	42.9 %
	31-44 yrs	12	28.6 %
	> 45 yrs	9	21.4 %
	Total	42	100%
Education	JUNIOR HIGH SCHOOL	7	16.7 %
	SMA/K	30	71.4 %
	S1	5	11.9 %
	Total	42	100%
Length of work	<3rd	15	35.7 %
	4-10 yrs	16	38.1 %
	11-15 yrs	2	4.8 %
	> 15 years	9	21.4 %
	Total	42	100%
Status	Bachelor	19	45.2 %
	Marry	23	54.8 %
	Total	42	100%

Source: Processed Excel data, 2021

And on the characteristics of status, it can be seen that married status has the highest number of respondents, namely 23 people with a percentage of 54.8%. Therefore, it can be concluded that UD. Citra Pekanbaru, which is a company engaged in the field of Daily Staples, has an average age of workers who are permanent employees who have worked for this company for a long time, while the education level dominates the SMA/K level because most of the Trading Business employees. Citra Pekanbaru Trading Business works as a Driver and Warehouse Section. while the education level dominates the SMA/K level because the majority of UD. Citra Pekanbaru works as a Driver and Warehouse Section. while the education level dominates the SMA/K level because the majority of Citra Pekanbaru Trading Business works as a Driver and Warehouse Section.

Preliminary Test

Validity test

The validity test in this research is to measure whether a questionnaire/questionnaire that has been distributed by researchers is valid or not. The test was carried out using the Pearson product moment correlation analysis method, with a significance level of 5%, to determine the closeness of influence between the independent variable and the dependent variable by correlating. between the statement item scores and the total score. Testing is carried out statistically, which is carried out using SPSS 24. If the total Pearson correlation value is > 0.3 , or the probability is less than 0.05, then the item is valid (Arikunto, 2003).

Based on the test results using SPSS 24, it can be seen that the Leadership variable shows thateach indicator is declared valid, for the work motivation variable it can be seen that most of the indicators are declared valid, while for indicators ((x2.1, x2.3, x2.5, x2.9, x2.14) are declared invalid so that the indicators will not be included in the subsequent analysis, and for the Environmental Variables it shows that most of the indicators are declared Valid except for indicators (x3.5, x3.6) which state Invalid so that these indicators are no longer included in this test,

Reliability Test

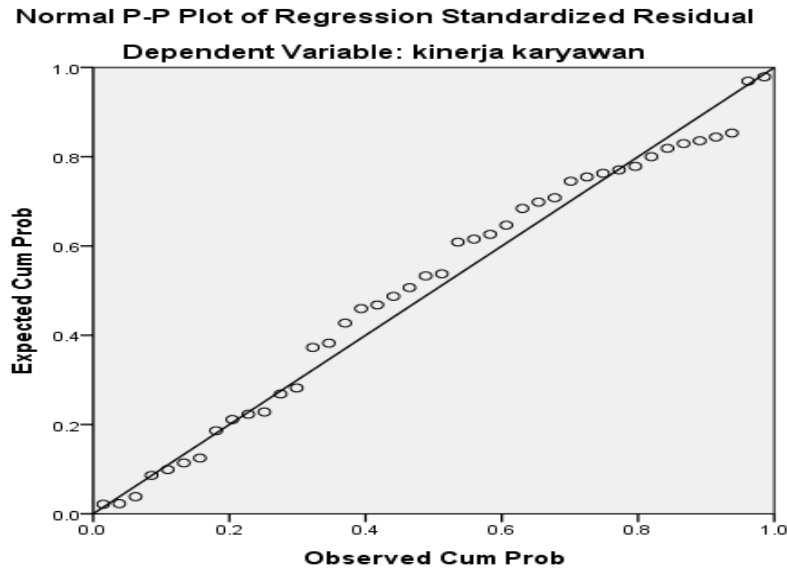
According to (Ghozali, 2011) Reliability test is a tool for measuring a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable when the respondents' answers to the statements are consistent or stable from time to time. In SPSS, facilities are provided to measure reliability with the Cronbach Alpha (α) statistical test. A construct or variable is said to be reliable if it provides a Cronbach's Alpha value > 0.60 .

In the tests carried out using SPSS 24 it can be seen that the Leadership variable has a reliability value of 0.901so it is considered feasible to be tested further because it has a reliability value greater than 0.6, for the Work Motivation Variable it has a reliability value of 0.735 so that value is considered reliable because it has a reliability value greater than 0.6 and for the Environment Variable it is also declared reliable because has a value of 0.762, which is a reliability value greater than 0.6.

Classic assumption test

Normality test

According to (Sunyoto, 2016) the normality test is used to test independent variable data (X) and dependent variable data (Y) in the resulting regression equation, normally distributed or not normally distributed. To find out about this test, you can see in Figure 2. As follows:



Source: SPSS Processed Data 24

Figure 2. Normality Test

Figure 2 shows that the points in the image seem to follow the diagonal line and there are no points that move away from the diagonal line. This shows that the data studied stated that the test was normal.

Multicollinearity Test

This multicollinearity test is conducted to see whether there is a regression model that should not occur between the independent variables. The registry model can be known from the tolerance value or the Variance Inflation Factor (VIF) value, the Tolerance limit is > 0.1 and $VIF < 10.00$.

Table 2. Multicollinearity Test Results

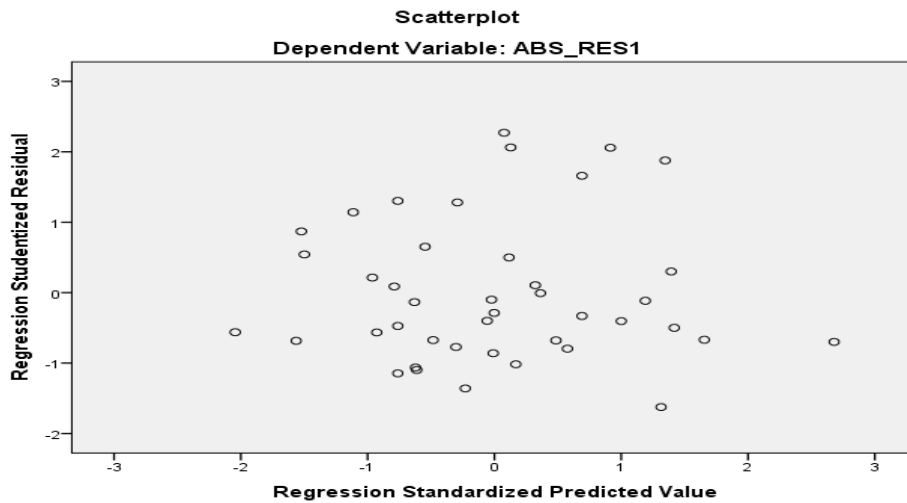
Variable	tolerance	VIF	Information
Leadership	0.754	1,327	Multicollinearity does not occur
Work motivation	0.780	1,282	Multicollinearity does not occur
Work environment	0.848	1,179	Multicollinearity does not occur

Source: SPSS Processed Data 24

In table 2, it can be seen that the VIF value for all independent variables has a value < 10 and a Tolerance value > 0.1 , so it can be concluded that there is no multicollinearity in the independent variables in this study.

Heteroscedasticity Test

According to (Sunyoto, 2016), the heteroscedasticity test in the multiple regression equation also needs to be tested regarding whether or not the variance of the residuals from one observation is the same as another observation. This test is carried out using a scatter plot graph where if the points on the graph do not form a certain pattern, and spread up and down and also seem to gather in the middle, here are the results of the Heteroscedasticity test in this research:



Source: Processed data spss 24
Figure 3. Heteroscedasticity Test

In the tests that have been carried out, it can be seen that the points are spread randomly and do not have a particular pattern, so it can be concluded that in this research there are no symptoms of Heteroscedasticity.

Simultaneous Test (Test f)

According to (Ghozali, 2016) the F test (simultaneous test) is to see whether the independent variables together (simultaneously) have a significant influence on the dependent variable. The test uses a significance level of 5% or 0.05.

Table 3. Simultaneous Test (f test)

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4,203	3	1,401	11,928	.000b
	residual	4,463	38	.117		
	Total	8,666	41			

Source: Processed data spss 24

The results in table 3 can be seen that the simultaneous test can be seen in the F test and significance values where the significant probability is much smaller than 0.05 and the Fcount = 11.928 with a significance level of 0.000 is greater than Ftable = 8.5980, meaning that simultaneously there are There is a significant influence between the variables Leadership, Work Motivation and also the Work Environment on Employee Performance at UD. CITRA Pekanbaru.

Determination Coefficient Test (R2)

Coefficient of Determination (*R*²) used to measure how much the model's ability to explain the independent variables. The coefficient of determination value is between zero and one. The small value of *R*² means that the ability of the independent variables to explain the variations in the independent variables provides almost the information needed to predict the variations in the independent variables (Ghozali, 2012). Below are the results of the coefficient of determination determined using Adjusted R Square as follows:

Table 4. Test Results for the Coefficient of Determination

Summary models				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.696a	.485	.444	.34270

Source: Processed data spss 24

The results in table 4 can be seen that the coefficient of determination in the Adjusted R Square column has a value of 0.444 or 44.4%, this shows that employee performance is influenced by leadership, work motivation and the environment by 44.4%, while the rest can be influenced by other variables not examined in this study.

Hypothesis Test (t test)

The t test is used to determine the partial effect of the Leadership, Work Motivation and Environment variables on Employee Performance. These results are statistical calculations of multiple linear regression analysis using the SPSS version 24 program, so the results of this research can be seen in table 5 below:

Table 5. Hypothesis Test (t test)

Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.	Conclusion
	B	Std. Error	Betas			
(Constant)	2,678	1,088		2,461	.019	
1 leadership	.725	.171	.570	4,251	.000	Significant Influence
work motivation	.847	.255	.437	3,316	.002	Significant Influence
work environment	.491	.167	.373	2,947	.005	Significant Influence

Source: processed data spss 24

Based on the table5 it can be seen that the results of research conducted on the Leadership variable have a positive effect on employee performance with a value of tcount (4.251) > ttable (2.024) and with a significant value of 0.000 still below 0.05, then the hypothesis carried out in this research is accepted. Then the Work Motivation variable shows a significant influence on employee performance with a value of tcount (3.316) > ttable (2.024) with a significant value of 0.002 < 0.05, so it can be interpreted that the hypothesis is accepted. Based on the test results on the work environment variable on employee performance, it has a positive effect with a value of tcount (2.947) > ttable (2.024) with a significance value of 0.005 which is below 0.05,

Multiple Linear Regression Test

The multiple linear regression test is used to predict the value of the dependent variable, namely employee performance, using the model $Y = a + b_1x_1 + b_2x_2 + b_3x_3 + e$. Multiple Linear Analysis in this research used the SPSS 24 Program, the results can be seen in the following table:

Table 6. Multiple Linear Regression Test

Model	Coefficientsa			Q	Sig.
	Unstandardized Coefficients	Standardized Coefficients			
	B	Std. Error	Betas		
(Constant)	2,678	1,088		2,461	.019
1 Leadership	.725	.171	.570	4,251	.000
work motivation	.847	.255	.437	3,316	.002
work environment	.491	.167	.373	2,947	.005

Source: Processed data spss 24

Results from table6 shows the calculation of the regression equation where $Y = 2.678 + 0.725X_1 + 0.847X_2 + 0.491X_3$, then (1). The constant value (a) of 2.678 means that if the Leadership, Work Motivation and Work Environment variables have an effect then the employee performance variable will have an effect of 2.678 or be fulfilled. (2). The Leadership variable has a coefficient value of 0.725, which means that if leadership increases, employee performance will increase by 0.725 or 72.5%. The coefficient value is positive because leadership and employee performance are positively related. (3). The work motivation variable has a coefficient value of 0.847, which means that if work motivation increases, employee performance will increase by 84.7%. This value is positive because an increase in work motivation will result in an increase in employee performance. (4). The work environment variable produces a coefficient value of 0.491, which means that if the work environment increases, employee performance will increase by 49.1%. The coefficient value is positive, which means that the work environment and employee performance will result in an increase.

Discussion

The Influence of Leadership on Employee Performance

From the results of the linear regression analysis above, it can be seen that leadership has a significant influence on employee performance at Citra Pekanbaru Trading Business and for the results of respondents based on status and gender, the average person is male and married, so the average employee is the head of the family. It is also known from the respondents' responses that Leadership has the highest score in the statement "Leaders must have a caring attitude and special abilities to carry out their duties well" therefore it is necessary to recommend that leaders in Trading Business. Citra Pekanbaru Trading Business has a sense of empathy for its employees and understands the needs of its employees, if the average employee is married and is a family leader,

Based on the results of partial hypothesis testing and the results of the f test simultaneously, it shows that the leadership variable has a significant influence on employee performance at Citra Pekanbaru Trading

Business with a probability value smaller than 0.05, namely 0.000, this shows that a leader must have a role. good performance so that employee performance can also be better in the future, in other words leaders need to involve their subordinates in making decisions, have a caring attitude and special abilities to carry out their duties, a leader also needs to provide encouragement to his subordinates to get good and useful innovations for the company and its employees. Therefore it can be concluded that leadership has a positive effect on employee performance at UD.Citra Pekanbaru.

The Influence of Work Motivation on Employee Performance

Based on the results of partial hypothesis testing and the results of the f test simultaneously, it shows that the work motivation variable has a positive effect on employee performance. The results of these calculations show that the t test value on the work motivation variable is 3.316 or greater than the t value of 2.024 with a significant value of 0.002 smaller than 0.05, these results state that the second hypothesis can be accepted, namely work motivation has a significant effect on employee performance, so that providing work motivation can provide strong encouragement and effort in doing their work, employees are also able to make the best use of their work time. to complete their tasks, this is in line with previous research where the influence of work motivation on employees was studied by (Bentar et al.,2017) with the results that motivation has a positive and significant effect on employee performance,

Environmental Influence on Employee Performance

Based on the results of the t test and f test, which partially and simultaneously show that the Work Environment variable has a positive influence on employee performance, the calculation results can be seen that the value in the t test has a value that is greater than the calculated t value, namely 2.024, which is 2.947, which states that Work environment variables partially have a significant influence on employee performance. These results show that there is a close relationship between the work environment and employee performance, where interconnected and balanced work environment conditions can influence employee performance.

The results above are in line with research conducted by (Sihaloho & Siregar, 2019) which states that the work environment has a significant effect on employee performance.

5.0 CONCLUSION

Conclusion

Based on the results of the research and discussion and descriptions of the previous chapters, the conclusion obtained in this research is that the leadership variable has a positive influence on employee performance at Citra Pekanbaru Trading Business where a leader can overcome problems that occur in the company and regarding employees so that This performance can be fostered well, while the Work Motivation Variable has a significant influence on employee performance at Citra Pekanbaru Trading Business, which means that motivation is an important factor that can encourage employees to act in a certain way, a lack of work motivation can have a bad effect on quality. employee work. And environmental variables have a positive influence on employee performance at Citra Pekanbaru Trading Business.

Recommendation

There are some suggestions: Companies should give awards to employees who have excelled as a form of encouraging work motivation for other employees. As well as for the work environment variable, Citra Pekanbaru Trading Business, the company needs to maintain and also improve work environment conditions by creating a comfortable environment and work enthusiasm so that employees can complete their work as optimally as possible.

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