THE INFLUENCE OF LEADERSHIP, WORK MOTIVATION AND THE WORK ENVIRONMENT ON THE PERFORMANCE OF CIVIL SERVANTS IN THE ZENI HEAD OFFICE ENVIRONMENT OF LAND FORCE

(Study of TNI AD Engineer Headquarters, Matraman Jalan Kesatria I)

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Abstract - The purpose of this study was to determine the influence of leadership, work motivation, and work environment on the performance work. The population in this study were civil servants who worked in the Zeni AD.

This research uses associative research with a quantitative approach, whinch is measured using the coefficient of determination with SPSS 25.00 by testing the hypothesis using the t test. The data collection technique uses a survey method with direct survey and distributing questionnaires to the respondents.

The results of this study explain that leadership has a significant direct effect on work performance. Work motivation has a significant direct effect on work performance. The work environment has a direct effect on work performance. Leadership, work motivation, work environment simultaneously influence work performance significantly.

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

Abstrak– Tujuan penelitian adalah untuk mengetahui pengaruh kepemimpinan, motivas kerja dan lingkungan kerja terhadap kinerja PNS. Populasi dalam penelitian ini adalah pegawai PNS yang bekerja di lingkungan kantor pusat zeni AD.

Penelitian ini menggunakan jenis penelitian asosiatif pende-katan kuantitatif yang diukur dengan menggunakan Koefisien Determinasi dengan program SPSS (Software Product and Service Solution) Versi 25.00 dengan pengujian hipotesis menggunakan uji t. Teknik pengumpulan data menggunakan metode survey dengan pengamatan langsung dan menyebar kuesioner kepada para responden.

Hasil dari penelitian ini menjelaskan bahwa Kepemimpinan berpengaruh langsung terhadap kinerja kerja secara signifikan. Motivasi kerja berpengaruh langsung terhadap kinerja kerja secara signifikan. Lingkungan kerja berpengaruh langsung terhadap kinerja kerja. Kepemimpinan, motivasi kerja, lingkungan kerja berpengaruh secara simultan terhadap kinerja kerja secara signifikan.

Kata Kunci: *Kepemimpinan, Motivasi Kerja, Lingkungan Kerja, Kinerja Kerja*

I. INTRODUCTION
1.1. Background of The Problem

Competition in the world of work really needs people who are used to thinking forward, smart, innovative and able to work with high enthusiasm in facing the progress of the times. Various organizations, trying to improve the performance of all elements in the organization with the aim of achieving the survival of the organization. Therefore, an agency or organization must be able to maximize the capabilities of its human resources. Human resources, both those who occupy positions as leaders and members such as employees, are an important factor in any agency or organization. However, an organization or agency will not be able to run if it does not have human resources capable of carrying out its duties properly. If the human resources are of high quality, the resulting performance will also be of quality. Therefore, the success of the organization depends on the good or bad performance of the organization. Employee performance will have a direct impact on the progress or setbacks obtained from the agency or company. Employee performance is reflected in the ability of employees to carry out all the tasks that are their responsibility and targets that have been determined by an agency or organization. Employee performance that is decreasing, causes the services provided by employees to be less than optimal. This decrease in performance can occur due to several factors such as leadership, work motivation, and work environment.

The first factor affecting performance is leadership. According to Robbins in Junni Priansa (2016: 140), stated that leadership is the ability to influence a group towards achieving goals. A leader is an inspiration for change and a visionary, that is, having a clear vision of where the organization is going. Leadership is simply a process to bring people or organizations that are led towards a clear goal. The strength of a leader is honesty, exemplary and assertiveness like a TNI. The Indonesian National Army (TNI) is a military organization owned by Indonesia to protect and defend the sovereignty of the Unitary State of the Republic of Indonesia. In accordance with what was mandated in the preamble to the 1945 Constitution which reads "protect the entire Indonesian nation and all spills Indonesian blood advances public welfare, educates the nation's life, and participates in implementing world order based on independence, eternal peace and social justice. The obligation to protect and defend the sovereignty of the Republic of Indonesia is actually an obligation for all Indonesian people. However, Indonesia also needs to have a state defense tool that is trained in the military field. The TNI is scattered in various units throughout Indonesia, one of which is the Directorate of Army Engineering (PUSZIAD) which is located on Jalan Kesatria I, Matraman, East Jakarta. Therefore, as an organization that has an important role for the State and as one of the leaders that safeguards the welfare and sovereignty of the country, a TNI leader must have the ability to be able to influence and mobilize his subordinates, and must be a good figure for its members.

The second factor that affects performance is work motivation. If the motivation is high, then what will be done will generate enthusiasm for achieving goals. However, if the motivation they have is low, what they do will be neglected because they do not have high morale in achieving

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their goals. In addition, work motivation is very important for employees to encourage morale to achieve main goals. Giving motivation also provides a good direction so that all employees are responsible for the achievement of tasks in their work, so that it has an impact on good performance.

According to Wahab (2011: 227) motivation is one of the important factors related to the direction of behavior, one's efforts after choosing to follow certain actions, and for some time someone continues to behave in a certain way. Leaders who provide motivation to employees directly drive the company's success. Because giving motivation can increase morale, employee job satisfaction, and can increase employee productivity. Giving the right motivation will encourage employees to work more effectively and efficiently, so that it is expected to improve employee performance. However, during the Covid-19 pandemic, which occurred in early 2020, reduced employee motivation to work, due to a long Work From House system that was specifically implemented for civil servants in the AD Engineers Directorate. The following is the attendance data for civil servants at the AD Engineer Headquarters for 2018-2020 can be seen in table 1.1 as follows :

Table 1.1 Employment Absence Rate for Civil Servants in 2018-2020.

Year	absence rate
2018	3,4%
2019	3,7%
2020	42,2%

Source: Zeni AD Engineering Center personnel interview (2020)

Table 1.1 explains that each year there is an increase in absenteeism rates for civil servants in the AD Engineers Directorate. In 2018 there was an attendance rate of 3.4%, then in 2019 there was also an increase with an attendance rate of 3.7% and in 2020 experienced the highest absentee level of 42.2% due to the work from home (WFH) policy, then the establishment of a rotating work entry system amid the Covid-19 pandemic which was forced by agencies to follow government recommendations. In this case, a high level of absenteeism can hinder company productivity.

The last factor is the work environment. According to Sri Widodo (2015: 95) The work environment is an environment where employees can carry out their daily tasks with all the work facilities and infrastructure needed to carry out these tasks. The work environment in an agency is a work condition to provide a comfortable atmosphere and work situation for employees in achieving the goals desired by a company. Poor working conditions have the potential to cause employees to fall ill, get stress easily, have difficulty concentrating and decrease work productivity. Imagine if the workspace is uncomfortable, hot, inadequate air circulation, the work space is too dense, the work environment is not clean, noisy, of course it has a very big impact on the work comfort of employees, this can affect him in carrying out assigned tasks. In addition, agencies must be able to pay attention to the conditions that exist in it, both inside and outside the workplace, so that employees can work smoothly and feel safe.

The work environment must have a positive influence on employees. Agencies must provide facilities that support employees so that they can work optimally. From these facilities, it will later encourage employee performance to be more effective. Because, if the work environment is pleasant and comfortable, it will definitely make employees more enthusiastic about doing their work which will make their work more optimal. Likewise, vice versa, if the work environment is uncomfortable, it will make employees lazy or do not have the enthusiasm to work which will make the result an impact on the employee's performance decline.

The work environment that the researchers found in the field, namely, members of civil servants in the Zeni Headquarters, from their superiors and personnel have tried to build comfort in working in their environment. This is evidenced by the provision of various facilities for employees with the provision of facilities in the form of an employee work room that is in accordance with their part and also provided with employee work support facilities such as a dining room in the form of a canteen, shuttle vehicles for employees who do not have vehicles or employees who do not want to bring his private vehicle. In addition, the head of the Headquarters of Engineers also provides other supporting facilities such as sports facilities for employees in the form of table tennis equipment, nets for playing badminton, and so on.

Therefore, leadership, work motivation and work environment have a significant influence on employee performance. If these three things always have a positive influence, it will affect employee performance for the better. On the other hand, if the three components always have a negative influence, it will result in the employee's performance being less good.

1.2. Formulation of the problem

The problems identified in this study are as follows:

1) Does leadership affect the performance of civil servants in the TNI AD?

2) Does work motivation affect the performance of Civil Servants in the TNI AD Environment?

3) Does the Work Environment affect the Performance of Civil Servants in the Indonesian Army Environment?

4) Do leadership, work motivation, and work environment affect the performance of civil servants in the TNI AD environment?

1.3. Research Objectives

Based on the formulation of the research problem as described above, the objectives to be achieved in this study are:

1. To find out how much direct influence leadership has on the performance of civil servants in the TNI AD?

2. To find out how much direct influence is the work motivation on the performance of Civil Servants in the TNI AD?

3. To find out how much direct influence the work environment has on the performance of Civil Servants in the TNI AD?

II. BASIS OF THEORY AND HYPOTHESIS DEVELOPMENT

2.1. Performance

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him (Mangkunegara, 2017). Performance can be defined as the work achieved by a person or group (organization) within a certain time. In some literatures, the term performance is also known as job performance.

According to Edison et al (2017: 188) performance is the result of a process that refers and is measured during a certain period based on the terms and agreements that have been previously determined.

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According to Edison et al (2017: 193) consider that the principle stage is an important part of performance, so there are four performance indicators, namely:

1. Target.

2. Quality.

3. Time of completion.

4. Obey the principles.

2.2. Leadership

According to Robbins (in Suwatno and Juni Priansa, 2016: 140) leadership is the ability to influence a group towards achieving goals. According to Kouzes and Posner (in Suwatno and Juni Priansa, 2016: 140) leadership is the creation of ways for people to contribute in realizing something extraordinary. According to Kartono (in Suwatno and Juni Priansa, 2016: 140) leadership is the ability to exert constructive influence on others to make a cooperative effort to achieve the goals that have been planned. According to Rivai (in Suwatno and Juni Priansa, 2016: 140) leadership is a role and also a process to influence others.

Based on the several theories of opinion above, it can be concluded that leadership is a person's ability to invite, influence others to be able to carry out tasks in order to achieve the desired goals and objectives. Leadership itself is needed in an institution, because a leader directs subordinates to carry out their duties properly and correctly, so that subordinates will always carry out their performance properly and correctly.

Some indicators of leadership according to Edison et al (2017: 96):

1. Have a Clear Strategy.

2. Concern for Members and the Environment.

3. Maintaining Team Solidarity.

4. Stimulate members.

5. Appreciate differences and beliefs.

2.3. Work Motivation

Motivation is an impetus or reason that becomes the basis of a person's enthusiasm for achieving certain goals or all things that cause encouragement or enthusiasm from within a person to do something with a specific goal. With motivation, someone can do something enthusiastically.

According to Griffin (2013: 86) motivation is a series of forces that cause people to behave in certain ways. From a manager's point of view, the objective is to motivate people to behave in a way that is in the best interest of the organization.

According to Triatna (2016: 84) motivation is a process that is based on an encouragement which is then referred to as a need. Needs are initial conditions that indicate things that are needed by oneself.

So, it can be concluded that motivation is an encouragement that an organization gives its employees to drive their actions or behavior in achieving a goal. Motivation in a person will affect how a person works in carrying out his duties.

According to Wibowo (2011: 162) there are three types of work motivation indicators, as follows:

1. The need for achievement is the desire to do something better or more efficiently, be able to solve problems and master difficult tasks, as follows:

   a) Job Target.

   b) Quality of Work.

   c) Responsibilities.

   d) Risk.

   Dare to take risks for every decision.

2. The need to expand relationships is the desire to build and maintain friendly relationships with others, namely by:

   a) Communication.

   b) Friendship.

3. The need to master a job, namely the desire to supervise and control other people and influence their behavior.

   a) Leader

   b) Exemplary.

   c) Security.

   d) Award for achievement.

   e) Convenience.

2.4. Work environment

According to Sri Widodo (2015: 95), the work environment is an environment where employees can carry out their daily tasks with all the work facilities and infrastructure needed to carry out their duties. According to Sedarmayati (2013: 2) says that the work environment is the entire tooling and materials faced by the surrounding environment where the person works, work methods, and work arrangements both as individuals and groups.

According to Sedarmayanti (2013: 19) states that, broadly speaking, the work environment is divided into two, that is :

1) Physical Work Environment.

   The physical work environment is divided into two, namely:

   a) An environment that is directly related to employees, such as chairs, tables, work equipment and so on.

   b) An intermediate environment is a work environment that affects the human condition, for example air circulation, lighting, and so on.

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2) Non-Physical Work Environment

Non-physical work environment is a condition of the employee's work environment in the form of a harmonious work environment where there is a relationship or communication between subordinates and their superiors (vertical relationship) and the relationship between subordinates (horizontal relationship), so employees will feel comfortable in the workplace so that the work is carried out can be carried out well, effectively and efficiently.

According to Sri Widodo (2015: 96), there are indicators that affect a working environment, including:

1. Air Circulation at Work.

2. Lighting or lighting in the Workplace.

3. Regulation of Air Temperature at Work.

4. Humidity at Work.

5. Odors at Work.

6. Noise at Work.

7. Mechanical Vibration at Work.

8. Decoration at Work.

9. Color Design in the Workplace.

10. Safety and Comfort at Work.

Hypothesis Development

Based on the theoretical concept above, it is assumed that there is a positive and significant influence between the influence of leadership on employee performance, work motivation on employee performance and work environment on employee performance and the influence of leadership, work motivation and work environment on employee performance.

The hypotheses that can be arranged in this study are as follows:

1. It is suspected that there is a significant influence of leadership on employee performance in the Head Office Environment.

2. It is suspected that there is a significant influence on Work Motivation on Employee Performance in the Head Office Environment.

3. It is suspected that there is a significant influence of the Work Environment on Employee Performance in the Head Office Environment.

4. It is suspected that there is a significant influence jointly on leadership, work motivation, influential work environment and employee performance in the Head Office Environment.

2.5. Research Conceptual Framework

A conceptual framework is prepared to describe the influence relationship between the independent variable and the dependent variable. The independent variable is symbolized by (X), while the dependent variable is symbolized by (Y).
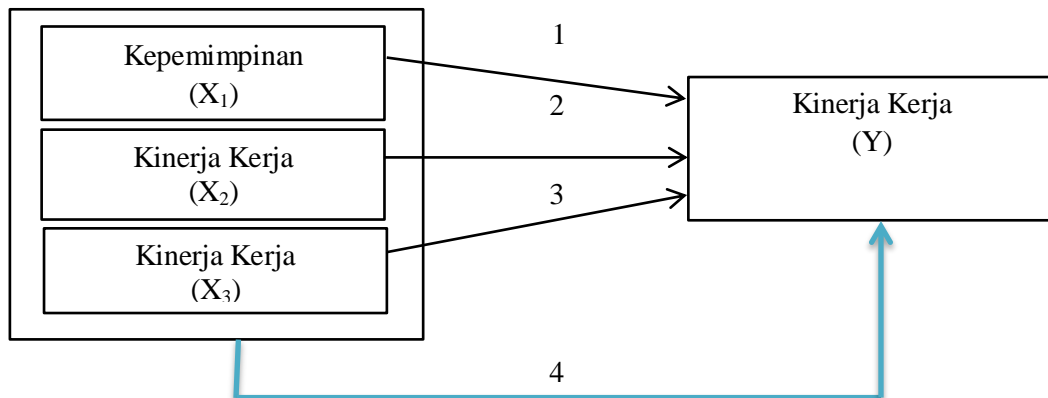
Figure 2.1 Research Conceptual Framework

Figure 2.1 : Schematic Theoretical Framework

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Simultan $\longrightarrow$

III. RESEARCH METHODOLOGY

3.1. Population and Sample

The population in this study were Civil Servants in the TNI AD - Matraman. With the number of employees as many as 575 people and the number of samples used as many as 85 respondents. In this case the researcher uses the Slovin formula to get the number of samples in the survey which aims to estimate the proportion and does not know the estimate of the population proportion.

$$n = \frac{N}{1 + N(e)^2}$$

Information :

n = sample

N = population

e = presentation of allowance for tolerable sampling error accuracy: e = 0.10

$$n = \frac{575}{1 + 575\,(0,1)^2} = 85,18 \; or \; 85 \; person$$

So that in this study the authors used a total of 85 samples, namely 85 people involved in research on leadership, motivation and work discipline on the performance of civil servants.

3.2. Location and Time of Research

The place where this research was conducted was the TNI AD Engineer Headquarters (Matraman jalan Kesatria I). The research time took six months, namely March - August 2020.

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3.3. Data and Data Collection Methods

There are two types of data used in this study, namely:

1. Primary data is obtained using a questionnaire distributed online to civil servants in the TNI AD Engineers Headquarters.

2. Secondary data obtained from books and websites related to the issues to be discussed can be used as guidelines in research.

3.4. Variable Operationalization

In this study consisted of independent variables and dependent variables. The independent variables are leadership, work motivation and work environment. While the dependent variable is work performance.

Table 3.1. Variable Indicator

No	Variable	Indicator	Item number
1.	Leadership (X1)	1. Have a Clear Strategy 2. Concern for Members and the Environment. 3. Maintaining Team Solidarity. 4. Stimulate members 5. Appreciate differences and beliefs.	1 – 11
2.	Work Motivation (X2)	1. Exemplary 2. Leader 3. Friendship 4. Communication 5. Responsibility 6. Risks 7. Quality of work 8. Work Target	12 – 19
3.	Work environment (X3)	1. Air circulation 2. Lighting 3. air temperature 4. Humidity 5. Smells	20 – 31

		6. Noise	
		7. Mechanical vibration	
		8. Decoration	
		9. Color arrangement	
		10. Security	
		11. Communication	
		12. Harmonious working atmosphere	
4.	Work Performance (Y)	1. Target 2. Quality 3. Time of Completion 4. Obey Principles	32 − 38

3.5. Data Analysis Method

Data collected from questionnaires, then processed using the SPSS 25.0 program. This is done so that statistical data processing can be done quickly and accurately.

The research method used in this research is the survey method. The survey method is a method of collecting data in the form of opinions from the subjects studied using a questionnaire. The questionnaire as a research instrument is a data collection technique that is carried out by providing a set of statements or written statements to respondents for later answers. The statements in this questionnaire were tested by validity and reliability tests.

IV. RESULTS

4.1. Description of Research Object

The Army Headquarters Engineer (Pusziad) is one of the Central Executing Bodies at the TNI-Army level, which has the main task of fostering and carrying out the functions of the Army Engineer and Nubika in the context of carrying out the main duties of the Army. Engineer is one of the branches in the TNI AD that has the ability to carry out technical military technical functions, both in the battle area and in the base area, so that the Army Zeni unit can be classified as a combat assistance unit and an administrative unit.

The Army Engineer Headquarters was active on October 15, 1945. The Headquarters of Engineers Headquarters is located at Jalan Matraman, Salemba, Jalan Kesatria 1, East Jakarta which has the nickname as Pusziad. The Army TNI Engineering Center (abbreviated as Pusziad) is one of the Central Implementing Bodies at the TNI-Army level, which has the main task of fostering and carrying out TNI AD's Engineering and Nubika functions in the context of carrying out the main duties of the Army. Engineer is a corp of the army which has an area of 4 hectares and is one of the branches in the TNI AD having the ability to carry out technical military functions of Engineer, both in the battle area and in the base area. The 9 main tasks of Army engineers consist

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of: Construction, Digestion, Obstacles, Camouflage, Crossing, Investigation, Perkubuan, Taming explosives (Jihandak), and passive Nuclear-Biological-Chemical (Nubika).

a. Vision: namely as a professional Army Engineer.

b. Mission: Creating a solid organization so that it is able to answer the demands of the task, Realizing professional engineering personnel so that they are able to carry out their assigned tasks, Realizing the ability of technical military functions of the engineering branch through education and training so as to be able to provide optimal engineering assistance.

4.2. Respondent Description

Table 4.1. Respondent data based on gender

Gender	Number of Respondents	Presentase (%)
Male	55	65%
Women	30	35%
Total	85	100%

Source: Primary data processed 2020

Based on the data processing above. shows that the number of male respondents is 55 people (65%) and female respondents are 30 people (35%). This shows that the male gender is a larger proportion of the female employees who work at the AD Engineer Headquarters. This is because work requires physical labor, men are generally considered better than women.

4.3. Instrument Test Results

4.3.1. Validity test

Because the questionnaire score is an interval scale, the validity test uses the product moment correlation. The value of r table with the number of samples (n = 85) at a significant level ($\alpha = 0.10$) with f count, meaning that if the value of r count> r table, it is declared valid and if r count <r table it means invalid.

4.3.1.1. Leadership Variable (X1)

The correlation coefficient value from the results of the leadership variable validity test can be seen in the following table:

Table 4.2. Leadership Variable Validity Test

No. statement	r hitung	r table	Information
1	0,511	0,1775	Valid
2	0,725	0,1775	Valid
3	0,698	0,1775	Valid
4	0,751	0,1775	Valid
5	0,700	0,1775	Valid
6	0,772	0,1775	Valid
7	0,646	0,1775	Valid
8	0,768	0,1775	Valid
9	0,726	0,1775	Valid
10	0,666	0,1775	Valid
11	0,775	0,1775	Valid

Source: Primary Data Processed 2020

Based on data processing, the results for the leadership variable (X1) of the statement have a calculated r value greater than r table (0.1775), so that the statement can be used in data collection in this study.

4.3.1.2. Work Motivation Variable (X2)

The correlation coefficient value from the validity test results of the work motivation variable can be seen in the following table:

Table 4.3. Test the Validity of Work Motivation Variables

No. Statement	r hitung	r tabel	Information
1	0,757	0,1775	Valid
2	0,785	0,1775	Valid
3	0,803	0,1775	Valid
4	0,846	0,1775	Valid
5	0,807	0,1775	Valid
6	0,844	0,1775	Valid
7	0,834	0,1775	Valid
8	0,792	0,1775	Valid

Source: Primary Data Processed 2020

4.3.1.3. Work Environment Variable (X3)

The correlation coefficient value from the validity test results of work environment variables can be seen in the following table:

Table 4.4. Validity Test of Work Environment Variables

No. Statement	r hitung	r table	Information
1	0,646	0,1775	Valid
2	0,690	0,1775	Valid
3	0,707	0,1775	Valid
4	0,514	0,1775	Valid
5	0,311	0,1775	Valid
6	0,655	0,1775	Valid
7	0,642	0,1775	Valid
8	0,180	0,1775	Valid
9	0,275	0,1775	Valid
10	0,664	0,1775	Valid
11	0,733	0,1775	Valid
12	0,591	0,1775	Valid

Source: Primary Data Processed 2020

4.3.1.4. Work Performance Variable (Y)

The correlation coefficient value from the validity test results of work performance variables can be seen in the following table:

Table 4.5. Validity Test of Work P

No. Statement	r hitung	r table	Information
1	0,812	0,1775	Valid
2	0,834	0,1775	Valid

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3	0,873	0,1775	Valid
4	0,888	0,1775	Valid
5	0,913	0,1775	Valid
6	0,875	0,1775	Valid
7	0,787	0,1775	Valid

Source: Primary Data Processed 2020

4.3.2. Reliability Test

Reliability test aims to see the extent to which a measurement tool can be trusted or shows consistency. Statements that have been declared valid in the validity test will determine their reliability with the value of Cronbach's Alpha (α) using the help of the SPSS 25.0 program provided that they are declared reliable if the Cronbach's Alpha value is> 0.60.

Table 4.6. Leadership Reliability Test Value (X1)

Reliability Statistics	
Cronbach's Alpha	N of Items
,896	11

Source : Output SPSS 25

Tabel 4.7. Work Motivation Reliability Test Value (X2)

Reliability Statistics	
Cronbach's Alpha	N of Items
,924	8

Source : Output SPSS 25

Tabel 4.8. Work Environment Reliability Test Value (X3)

Reliability Statistics	
Cronbach's Alpha	N of Items
,773	12

Source : Output SPSS 25

Tabel 4.9. Work Performance Reliability Test Value (Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
,885	19

Source : Output SPSS 25

Tabel 4.10. Instrument Reliability Test Results

No.	Indikator	*Cronbach's Alpha*	>	Information
1	Leadership (X1)	0,896	0,60	Reliabel
2	Work Motivation (X2)	0,924	0,60	Reliabel

| 3 | Work Environment (X3) | 0,773 | 0,60 | Reliabel |
| 4 | Work Performance (Y) | 0,885 | 0,60 | Reliabel |

Source : Output SPSS 25

4.5. Statistical Analysis of Data

4.5.1. Analysis of The Coefficient of Determination (KD)

The influence of leadership, work motivation, and work environment on work performance is indicated by the coefficient of determination (R2) which shows the proportion or percentage of total variation in variable Y which can be explained by the independent variables X1, X2, and X3.

4.5.1.1. Partial Determination Coefficient

a. The coefficient of leadership determination (X1) on work performance (Y) is as follows:

Table 4.11. Leadership Partial determination coefficient (X1)

on work performance (Y)

Correlations			
Control Variables		Leadership_X_1	Work Performance_Y
Leadership_X_1	Correlation	1.000	.680
	Significance (2-tailed)	.	.000
	Df	0	83
Work Performance_Y	Correlation	.680	1.000
	Significance (2-tailed)	.000	.
	Df	83	0

Cells contain zero-order (Pearson) correlations.
Source: Primary Data Processed SPSS 25.

Based on table 4.11. obtained a partial correlation coefficient between X1 and Y of 0.680. So the coefficient of determination of leadership with civil servant performance can be calculated as follows:

$KDP_1 = (r)^2$ x 100%

$= (0,680)^2$ x 100%

$= 46,24\%$

The value of the efficiency of leadership determination on the performance of civil servants is 46.24%. It can be concluded that the influence of leadership on the performance of civil servants is 46.24%, the remaining 53.76% is influenced by other variables.

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Table 4.12. Partial determination coefficient of work motivation (X2)

on work performance (Y)

Correlations

Control Variables		Work Motivation_X_2	Work Performance_Y
Work Motivation_X_2	Correlation	1.000	.757
	Significance (2-tailed)	.	.000
	Df	0	83
Work Performance_Y	Correlation	.757	1.000
	Significance (2-tailed)	.000	.
	Df	83	0

Cells contain zero-order (Pearson) correlations.
Source: Primary Data Processed SPSS 25.

Based on table 4.12. obtained a partial correlation coefficient between X2 and Y of 0.757. So the coefficient of determination of work motivation and civil servant performance can be calculated as follows:

$$KDP_1 = (r)^2 \text{ x } 100\%$$

$$= (0,757)^2 \text{ x } 100\%$$

$$= 57,30\%$$

The value of the determination of work motivation on the performance of civil servants is 57.30%. It can be concluded that the influence of leadership on the performance of civil servants is 57.30%, the remaining 42.7% is influenced by other variables.

Table 4.13. The coefficient of determination of Partial Work Environment (X3)

on work performance

Correlations

Control Variables		Work Environment_X_3	Work Performance_Y
Work Environment_X_3	Correlation	1.000	.639
	Significance (2-tailed)	.	.000
	Df	0	83
Work Performance_Y	Correlation	.639	1.000
	Significance (2-tailed)	.000	.
	Df	83	0

Cells contain zero-order (Pearson) correlations.
Source: Primary Data Processed SPSS 25.

Based on table 4.15. obtained a partial correlation coefficient between X3 and Y of 0.639. So the coefficient of determination of the work environment with the performance of civil servants can be calculated as follows:

$$KDP_1 = (r)^2 \text{ x } 100\%$$

$$= (0{,}639)^2 \text{ x } 100\%$$

$$= 40{,}83\%$$

The efficiency value of the determination of the work environment on the performance of civil servants is 40.83%. It can be concluded that the influence of leadership on the performance of civil servants is 40.83% and the remaining 59.17% is influenced by other variables.

4.5.1.2. Simultaneous Determination Coefficient

The results of data processing for the coefficient of determination are as follows:

Table 4.14. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.787[a]	.620	.606	1.482
a. Predictors: (Constant), Total Lingkungan Kerja, Total Kepemimpinan, Total Motivasi Kerja				

Source: Primary Data Processed 2020

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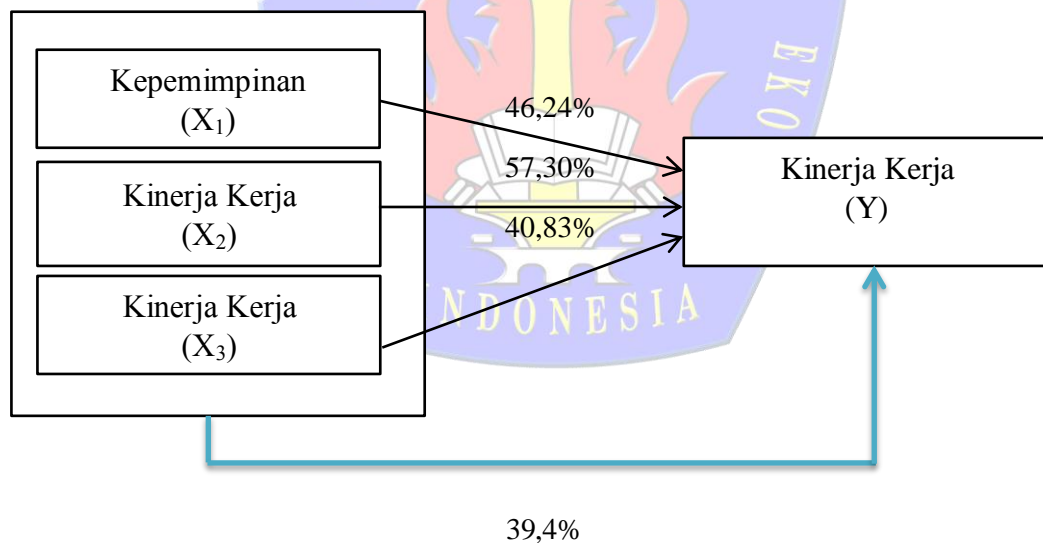
4.5.2. Hypothesis Test

4.5.2.1. Partial Hypothesis Testing

The results of testing the partial hypothesis of leadership variables (X1), work motivation (X2) and work environment (X3) on work performance (Y) are as follows:

Table 4.15. Partial Hypothesis Results

Variable	T		Sig		Conclusion
	t_{hitung}	t_{table}	Result	$\alpha = 10\%$	
Constant	1,298		0,198		
Leadership (X₁)	1,800	>1,663	0,076	<0,10	H0 rejected Ha accepted, has a significant effect
Work Motivation (X₂)	3.731	>1,663	0,000	<0,10	H0 rejected Ha accepted, has a significant effect
Work Environment (X₃)	2.368	>1,663	0,020	<0,10	H0 rejected Ha accepted, has a significant effect

Source: Primary Data Processed 2020

4.5.2.2. Simultaneous Hypothesis Testing

Simultaneous hypothesis testing is to determine whether each independent variable consisting of leadership (X1), work motivation (X2), work environment (X3) has a significant effect on the dependent variable work performance (Y) if done together.

Table 4.16. Partial Hypothesis Results

Variabel	F		Sig		Conclusion
	f_{hitung}	f_{tabel}	Result	$\alpha = 10\%$	
Kepemimpinan (X₁) Motivasi kerja (X₂) Lingkungan kerja (X₃)	44,014	2,15	0,000	<0,10	H0 rejected Ha accepted, collectively significant effect

Source: Primary Data Processed 2020

Based on the results of calculations with SPSS 25.0 in table 4.18, it shows that the Fcount is 44.014, the significant F value is 0.000. Meanwhile, the value of Ftable with df1 = 3 and df2 = 85-3-1 = 81 is 2.15. Thus, it can be said that the value of Fcount = 44.014> Ftable = 2.15. In conclusion, H0 is rejected or Ha is accepted, because F is significantly smaller than the real level α = 10% or 0.000 <0.10. This proves that simultaneously there is a significant influence between leadership, work motivation, and work environment on the performance of civil servants in the AD Engineers Headquarters Environment.

V. CONCLUSIONS AND SUGGESTIONS

5.1. Conclusion

Based on the description of the research results above, it can be concluded as follows:

1. Leadership has a significant effect on employee performance. This means that in this case the employees feel that the leadership in the AD engineer headquarters can be a good role model for employees, provide clear directions in each work program, so that the morale of employee performance will increase. This leads to employees' trust in their leaders or superiors in leading their institutions.

2. Work motivation has a significant effect on employee performance. This means that in this case employees feel motivated both from the leadership factor and the work environment that is considered comfortable by employees. Work motivation can also be caused by the existence of a leader who is able to be an example and is able to implement that each individual is capable of being a leader.

3. The work environment has a significant effect on employee performance. The work environment is a place that produces work, the cleaner and more organized the work environment will make working employees feel comfortable, there is good communication between employees and leaders, a harmonious work atmosphere will be able to create a good work environment so that it can improve work performance they.

4. Leadership, Work Motivation and Work Environment together have a significant and positive effect on work performance. This is due to the effectiveness of these three variables, so that together it will have an impact on the work performance of civil servants in the AD Engineers Headquarters Environment. And the results of this study are in accordance with the results of previous studies researched by Lubis (2018).

5.2. Suggestion

Based on the conclusions that the researcher has described, several suggestions can be made as follows:

1. For the leadership variable, the question with the lowest score was "to pay attention to and motivate its employees". So it is necessary for the leadership of the agency to pay more attention to their employees, motivate their employees so that they are enthusiastic in completing their duties, inviting members to work in solid and harmonious teams so that the closeness between fellow employees is closer and kinship.

2. For the work motivation variable, the question with the lowest score is "The leader where I work applies a pattern that each individual is capable of being a leader". So a leader is needed who can apply the pattern that each individual is capable of being a leader both for himself and in a division of work and in order to be able to motivate the work of the employee himself.

3. For work environment variables, the question with the lowest score is "The layout where I work tends to be less well organized". So it requires employee awareness of the layout that is not well organized, so that it is further improved so that employees who work in that room always feel comfortable in completing their duties.

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4. For the work performance variable, the question with the lowest score is "I am required to complete my work on time". Every employee should be able to complete the work that is their responsibility on time so that all work can be completed properly in accordance with the work targets set by the agency.

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