

THE INFLUENCE OF LEADERSHIP STYLE AND WORK ENVIRONMENT ON PERFORMANCE WITH WORK MOTIVATION AS AN INTERVENING VARIABLE : A STUDY AT THE BAUCAU FIRST LEVEL JUDICIAL COURT

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ABSTRACT

This study aims to examine the influence of leadership style and work environment on employee performance, with mediation by work motivation among judges and staff at the Baucau District Court, Timor Leste. The research employs a quantitative method. The population consists of 39 individuals, with a census sample of all 39 judges and staff members. The data used in this study are primary, collected through questionnaires. The data analysis technique is quantitative, utilizing statistical methods. The statistical software used is SPSS, with data analysis involving mean scores and multiple linear regression. This study investigates the correlation between independent variables (Leadership Style, Work Environment, Work Performance through Work Motivation) and the dependent variable (Performance) among judges and staff at the judicial institution, aiming to provide comprehensive insights into the factors affecting work productivity in a legal context.

KEYWORDS: Leadership Style, Work Environment, Motivation, Performance

I. INTRODUCTION

Human resources serve as the primary capital in achieving organizational goals. Human resource is considered an asset that needs to be effectively managed. According to Hasibuan (2014), HR management is the science and art of organizing workforce relations to achieve efficiency and effectiveness within an organization. Sutrisno (2016) emphasizes that Human resource management focuses on the contribution of the workforce to organizational goals through various equitable functions and activities.

Observations conducted at the Baucau District Court indicate suboptimal performance among judges and staff in both judicial and administrative tasks. Discipline and commitment in task execution appear to require improvement, possibly due to the existing leadership style. According to Rivai (2011), employee performance is crucial for an organization's success.

Leadership style is also a significant factor influencing Human resource performance. Miftah (2010) explains that leadership involves behavioral norms used to influence subordinates. Observations at the Baucau District Court reveal indications of ineffective leadership, which may be contributing to the

less than optimal performance of judges and staff. Improvements in discipline, commitment, and communication between leaders, judges, and staff are necessary.

The work environment plays a role in employee performance as well. Rivai (2011) states that the work environment can affect performance, and observations at the court indicate issues such as uncomfortable room temperatures, inadequate facilities, and cleanliness concerns. Previous research shows that a good work environment positively impacts performance.

Work motivation is another critical factor. Perceived inadequate salaries, along with a lack of promotional opportunities and skill development, can affect employee motivation. According to Nugroho (2006), motivation is the drive to act aimed at achieving goals.

Overall, this research aims to explore the influence of leadership style, work environment, and motivation on employee performance at the Baucau District Court.

Theoretically, this study aims to provide empirical evidence regarding the involvement of judges and staff in performance and to enrich the literature on human resource management related to leadership style, work environment, and motivation. Practically, the research is expected to contribute to the government and the Baucau District Court in formulating human resource policies that can enhance the motivation and performance of judges and staff.

II. LITERATURE REVIEW

Yuniarsih and Suwatno (2016:62) state that human resources are vital assets for organizations, and their presence cannot be replaced by other resources. Yani (2012:1) defines human resources as one of the elements within an organization, referring to the individuals who work within it. Hasibuan (2016:13) describes a leader as someone who uses authority and leadership to guide others and is responsible for their work in achieving a goal.

According to Supardi and Anwar (2002:75), leadership style is the manner in which a leader influences their subordinates. Choosing the right leadership style, combined with appropriate external motivation, makes it easier to achieve individual and organizational goals. Indicators of leadership style proposed by Aparicio Guterres and Gede Supartha (2016) include: frequent consultation with subordinates, treating subordinates well, allowing employees to provide feedback, trusting employees to complete tasks in their own way, showing concern for employees, recognizing employees' abilities, instructing subordinates to follow directives, lack of trust in decision-making, demanding subordinates to comply with requests, making decisions based on input from subordinates, emphasizing the importance of tasks and accountability, and discussing tasks with subordinates.

Sedarmayanti (2009:21) defines the work environment as the totality of tools and materials encountered, the surrounding environment in which one works, methods of work, and organizational

arrangements, both individually and in groups. Creating a safe and comfortable work environment is an effort by the organization to enhance employee performance. Nitisemito (2000:183) states that the work environment encompasses everything surrounding workers that can influence their ability to perform assigned tasks. Simanjuntak (2011:48) notes that the work environment includes the workplace, layout, equipment, workspace, lighting, ventilation, safety equipment, and health measures. Physical indicators of the work environment identified by Naga Pandu Eka Caksana (2019) include: 1) color of the workspace, 2) lighting, 3) room temperature, 4) comfort, 5) safety, and 6) cleanliness. Non-physical indicators include: 1) relationships between superiors and subordinates, and 2) relationships among peers.

Robbins (2008:222) describes motivation as the process that explains the intensity, direction, and persistence of an individual's efforts to achieve their goals. Hasibuan (2016) discusses motivation in terms of directing the energy and potential of subordinates to work productively towards achieving established goals. Indicators of work motivation identified by Guterres and Supartha (2016) include: adequate bonuses, salaries that meet needs, ensuring safety, preventing accidents, providing retirement guarantees, opportunities for social interaction, relationships with colleagues, relationships between superiors and subordinates, recognition for work, satisfaction with one's position, and efforts to advance one's career.

Yani (2012:117) states that performance is the actual behavior exhibited by individuals as the work achievements produced by employees in accordance with their roles in the organization. Hasibuan (2001:34) notes that performance (work achievement) is the result achieved by an individual in fulfilling assigned tasks, based on competence, experience, commitment, and time. According to Hasibuan (2016:94), performance (work achievement) is a combination of three important factors: the abilities and interests of the individual, the ability and acceptance of task delegation, and the roles and motivation of the worker. Nawawi (2011:234) defines performance as the outcome of executing a job, whether physical/material or non-physical/non-material. Yuniarsih and Suwatno (2016:161) state that performance is the tangible achievement displayed by an individual after fulfilling their tasks and roles in the organization. Productive performance is a level of achievement that demonstrates high effectiveness.

Muchdarsyah Sinungan (2003:3), as cited by Yuniarsih and Suwatno (2016:161-162), emphasizes that achieving productive performance requires: "high work motivation, appropriate work capabilities, a comfortable work environment, income that meets minimum living needs, adequate social security, humane working conditions, and harmonious working relationships." Performance measurement indicators proposed by Aparicio and Gede Supartha (2016) include: completing tasks on time, efficiency exceeding that of other employees, consistently satisfactory work quality, good job-related knowledge and quantity, using equipment according to standards, utilizing available resources, and fostering good cooperation and communication among colleagues and supervisors.

III. CONCEPTUAL FRAMEWORK AND RESEARCH HYPOTHESIS

The performance of judges and staff is the focus of this study, which is based on the phenomenon of suboptimal performance at the Baucau District Court, Timor-Leste. This research establishes hypotheses grounded in literature reviews and previous research findings. These hypotheses are tested through data analysis obtained from interviews, documentation, and questionnaires. To address the research questions, the study employs descriptive analysis to explain the influence between variables, as well as quantitative analysis using SPSS to assess the impact of exogenous variables on endogenous variables.

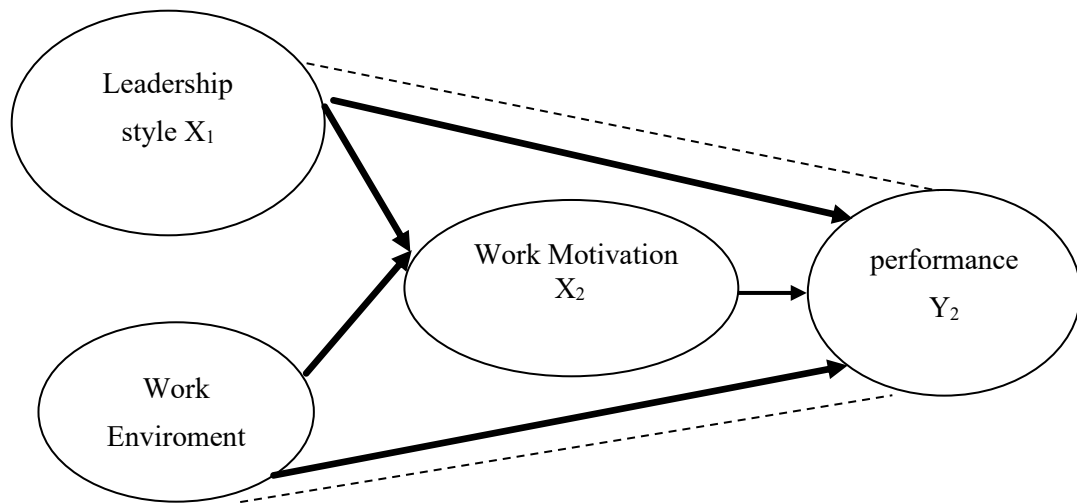


Figure 1. Research Framework

IV. RESEARCH METHODOLOGY

This research focuses on the performance of judges and staff at the First Instance Judicial Court of Baucau, Timor-Leste. The hypotheses are developed from the literature review and tested through data analysis obtained from interviews, documentation, and questionnaires. The research employs an associative method with a quantitative approach, investigating the relationship between leadership style and work environment on employee performance, with motivation as a mediating variable. The research population consists of 39 judges and staff, using saturated sampling techniques and census data collection methods. The data analysis techniques utilized include SPSS 24 for both descriptive and inferential statistics. The Sobel test is used to measure the strength of the indirect effect of independent variables on dependent variables through the mediating variable.

V. FINDINGS AND DISCUSSION

The characteristics of the research respondents are categorized based on age group, education level, marital status, gender, and length of employment.

Table 1. Demographic Results

		Frequency	Percent
Gender	Man	26	66,67
	Woman	13	65.5
	Total	39	100.0
Age	≤ 30	5	12.82
	31-35	7	17.95
	36-40	9	23.08
	41-45	4	10.26
	≥50	14	35.90
	Total	39	100.0
Level Education	High School	15	35.90
	Graduate	23	59.0
	Master	1	2.56
	Total	39	100.0
Period of Employment	1-3 Years	4	10.26
	3-5 Years	6	15.38
	> 5 Years	29	74.36
	Total	39	100.0
Salary	1 30-500 Dolar	29	74.36
	510-2500 Dolar	10	25.64
	Total	39	100.0

The study included a total of 39 respondents, with a predominance of males (26 or 66.7%) compared to females (13 or 33.3%), indicating that most judges and employees at the Baucau District Court in Timor-Leste are male. In terms of age, the majority are 50 years or older (14 respondents or 35.89%),

followed by those aged 36-40 (9 or 23.8%), and 31-35 (7 or 17.95%). Regarding education, most respondents hold a bachelor's degree (23 or 89.1%), with one having a master's degree and 15 with a high school diploma, suggesting a generally adequate educational level among judges and employees. Experience is also noteworthy, as 29 respondents (74.36%) have over 5 years of service, indicating that most have substantial experience, which can positively influence performance. Finally, regarding salaries, 29 respondents (74.6%) earn between \$130 and \$500, while 10 (25.64%) earn between \$510 and \$2500, suggesting that salaries align with their roles and responsibilities.

Instrument is considered valid if it accurately measures what it intends to and effectively reflects the data from the variables being studied. Validity indicates the degree to which collected data aligns with the intended variable description (Sani and Maharani, 2013). An instrument is deemed valid if its correlation coefficient is less than 0.05. According to Sani and Maharani (2013), a questionnaire is valid if each item has a calculated r value greater than the table r value.

Table 2. Validity

Test of Leadership Style Validity (X ₁)			
Variable	R count	R table	information
Leadership Style 1	.909**	0.3160	Valid
Leadership Style 2	.911**	0.3160	Valid
Leadership Style 3	.916**	0.3160	Valid
Leadership Style 4	.867**	0.3160	Valid
Leadership Style 5	.911**	0.3160	Valid
Leadership Style 6	.932**	0.3160	Valid
Leadership Style 7	.911**	0.3160	Valid
Leadership Style 8	.916**	0.3160	Valid
Leadership Style 9	.915**	0.3160	Valid
Leadership Style 10	.867**	0.3160	Valid
Leadership Style 11	.911**	0.3160	Valid
Leadership Style 12	.932**	0.3160	Valid

Leadership Style 13	.918**	0.3160	Valid
Leadership Style 14	.867**	0.3160	Valid
Test of Work Environment Validity (X ₂)			
Work Environment 1	.764**	0.3160	Valid
Work Environment 2	.829**	0.3160	Valid
Work Environment 3	.841**	0.3160	Valid
Work Environment 4	.742**	0.3160	Valid
Work Environment 5	.520**	0.3160	Valid
Work Environment 6	.750**	0.3160	Valid
Work Environment 7	.830**	0.3160	Valid
Work Environment 8	.829**	0.3160	Valid
Test of Work Motivation Validity (Y ₁)			
Work Motivation 1	.818**	0.3160	Valid
Work Motivation 2	.821**	0.3160	Valid
Work Motivation 3	.887**	0.3160	Valid
Work Motivation 4	.813**	0.3160	Valid
Work Motivation 5	.738**	0.3160	Valid
Work Motivation 6	.879**	0.3160	Valid
Work Motivation 7	.821**	0.3160	Valid
Work Motivation 8	.813**	0.3160	Valid
Work Motivation 9	.824**	0.3160	Valid
Work Motivation 10	.806**	0.3160	Valid
Test of Performance Validity (Y ₂)			

Performance 1	.866**	0.3160	Valid
Performance 2	.919**	0.3160	Valid
Performance 3	.929**	0.3160	Valid
Performance 4	.919**	0.3160	Valid
Performance 5	.906**	0.3160	Valid
Performance 6	.916**	0.3160	Valid
Performance 7	.866**	0.3160	Valid
Performance 8	.919**	0.3160	Valid
Performance 9	.929**	0.3160	Valid

Based on the table above, all calculated correlation coefficients (r calculated) are greater than the table value (0.3160) for each variable: leadership style, work environment, work motivation, and employee performance. The correlations were analyzed using Pearson's product-moment with a significance level of < 0.05 , and thus they are considered valid.

Data Reliability Test An instrument is considered reliable if it can consistently measure a phenomenon over time, yielding the same results or providing consistent measurements. An instrument is deemed reliable if the alpha coefficient is ≥ 0.6 (Sani and Maharani 2013).

Table 3. Results of Reliability Testing for Variables

Variable	Alpha Cronbach	Standard	information
Leadership Style	0.983	0.60	Reliabel
Work Environment	0.895	0.60	Reliabel
Work Motivation	0.946	0.60	Reliabel
Performance	0.975	0.60	Reliabel

Based on the Table above, it can be seen that all the variables used in this study—leadership style (X1), work environment (X2), work motivation (Y1), and performance (Y2)—show a Cronbach's alpha correlation coefficient greater than 0.6. This indicates that all variables are considered reliable and thus suitable for further research.

A. Normality test

This means that this assumption requires the model produced to have residual values that are normally distributed with a mean equal to zero. The normality test is conducted using the Kolmogorov-Smirnov test. To determine whether the data distribution is normal, the probability value is compared to α . If the test result shows a Z Tailed p value $> \alpha$, it indicates that the data is normally distributed (Santoso 2000).

Table 4. Results of the Kolmogorov-Smirnov Normality Test

One-Sample Kolmogorov-Smirnov Test					
		Leadership Style	Work Environment	Work Motivation	Performance
N		30	30	30	30
Normal Parameters ^{a,b}	Mean	60.43	29.47	40.87	38.63
	Std. Deviation	12.008	4.826	7.248	7.721
Most Extreme Differences	Absolute	.286	.358	.274	.250
	Positive	.213	.133	.151	.205
	Negative	-.286	-.358	-.274	-.250
Kolmogorov-Smirnov Z		1.566	1.961	1.501	1.367
Asymp. Sig. (2-tailed)		.015	.001	.022	.058
a. Test distribution is Normal.					
b. Calculated from data.					

The results of the normality test using the Kolmogorov-Smirnov test show that the significance values for both models are greater than alpha 0.050. Therefore, it can be concluded that both models meet the normality assumption.

This measurement is conducted to provide an overview of the data, including the mean, minimum value, maximum value, and standard deviation for each variable: Leadership Style (X1), Work Environment (X2), Work Motivation (Y1), and Performance (Y2).

Model One: X1 and X2 to Y1

Table 5. Coefficient

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	21,695	5,378		4,034	,000
1 Leadership Style	,185	,094	,365	1,962	,058
Work Environment	,201	,224	,168	,901	,374

Dependent Variable: **Work Motivation****a. Dependent Variable: Work Motivation****Results of Path Analysis for Leadership Style (X1) on the Motivation of Judges and Staff (Y1) at the Baucau First Judicial Court.**

Based on the regression output of the first model shown in the coefficient table, the Beta coefficient value for Leadership Style is 0.365, with a significance (Sig.) value of 0.058. Although the coefficient indicates a positive influence on work motivation, the significance value greater than 0.05 suggests that this influence is not statistically significant. Therefore, the null hypothesis (H_0) is accepted, meaning that Leadership Style does not positively influence work motivation (Y_1). Thus, the alternative hypothesis (H_1), which states that there is a positive influence, cannot be accepted. In conclusion, Leadership Style does not have a significant positive effect on Work Motivation.

Results of Path Analysis for Work Environment (X2) on the Motivation of Judges and Staff (Y1) at the Baucau First Judicial Court.

Based on the regression output of the first model shown in the coefficient table, the Beta coefficient value for Work Environment is 0.168, while the significance (Sig.) value is 0.374. Since this significance value is much greater than 0.05, we can conclude that the Work Environment does not have a significant positive effect on work motivation. Consequently, the null hypothesis (H_0) is accepted, indicating that the Work Environment does not positively influence work motivation (Y_1). Therefore, the alternative hypothesis (H_1), which states that there is a positive influence, cannot be accepted. In conclusion, the Work Environment does not have a significant positive effect on Work Motivation.

Tabel 6. R-Square

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,488 ^a	,238	,196	4,420

a. Predictors: (Constant), Work Environment, Leadership Style

Based on Table 6, it can be seen that the R-squared value in the Model Summary table is 0.238. This indicates that the contribution of variables X1 and X2 to work motivation is 23.8%, while the remaining 76.2% is attributed to other variables not included in this study.

Model two: X1-X2-Y1 to Y2.

Table 7. Coefficient

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-2,401	5,252		-,457	,650
1 Leadership Style	,109	,080	,194	1,354	,185
Work Environment	,517	,183	,389	2,824	,008
Work Motivation	,411	,135	,371	3,042	,004

a. Dependent Variable: Performance

Results of Path Analysis Test for Leadership Style (X1) on the Performance of Judges and Staff (Y2) at the First Level Judicial Court of Baucau.

Based on the table above, the coefficient value for Leadership Style is 0.194, indicating a positive influence on performance. However, the significance value of 0.185, which is greater than 0.05, shows that this influence is not statistically significant. Therefore, the null hypothesis (H₀) is accepted because the significance value exceeds 0.05, indicating that Leadership Style does not have a positive effect on

Performance (Y2). Consequently, the alternative hypothesis (H1) stating that there is a positive influence cannot be accepted. In conclusion, Leadership Style does not positively affect performance.

Results of Path Analysis Test for Work Environment (X2) on the Performance of Judges and Staff (Y2) at the First Level Judicial Court of Baucau.

According to the table above, the Beta coefficient value for Work Environment is 0.371, indicating a positive influence on performance. The significance value for the Work Environment is 0.008, which is less than 0.05. This indicates that the influence is statistically significant. Thus, the null hypothesis (Ho) is rejected because the significance value is less than 0.05, indicating a positive relationship.

In conclusion, the Work Environment variable (Y1) positively affects Performance (Y2), allowing the alternative hypothesis (H1) that states there is a positive influence of the Work Environment on Performance to be accepted. Therefore, it can be concluded that the Work Environment indeed has a positive impact on performance.

Results of Path Analysis Test for Work Motivation (Y1) on the Performance of Judges and Staff (Y2) at the First Level Judicial Court of Baucau.

Based on the table above, the coefficient value for Work Motivation is 0.411, indicating a positive influence on performance. The significance value for work motivation is 0.004, which is less than 0.05. This means the influence is statistically significant. Consequently, the null hypothesis (Ho) is rejected because the significance value is less than 0.05, indicating a positive relationship.

In conclusion, the Work Motivation variable (Y1) positively affects Performance (Y2), thus allowing the alternative hypothesis (H1) that states there is a positive influence of Work Motivation on Performance to be accepted. Therefore, it can be concluded that work motivation indeed positively influences performance.

Table 8. R-Square

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,776 ^a	,603	,569	3,582

a. Predictors: (Constant), Work Motivation, Work Environment, Leadership Style

The R-squared value in the Model Summary table is 0.603. This indicates that the contribution of the variables of leadership style, work environment, and work motivation to performance is 60.3%, while the remaining 39.7% is contributed by other variables not included in this study.

B. Mediation Test

Indirect Effect of Leadership Style on Performance Through Work Motivation as a Mediating Variable by Comparing Regression Coefficient Values.

The results of testing the effect of Leadership Style on Performance through Work Motivation as a mediating variable are as follows:

Table 9. Coefficient

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	21,695	5,378		4,034	,000
1 Leadership Style	,185	,094	,365	1,962	,058
Work Enviroment	,201	,224	,168	,901	,374

a. Dependent Variable: Work Enviroment

Table 10. Coefficient

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-2,401	5,252		-,457	,650
1 Leadership Style	,109	,080	,194	1,354	,185
Work Enviroment	,517	,183	,389	2,824	,008
Work Motivation	,411	,135	,371	3,042	,004

a. Dependent Variable: performance

H6: The mediating role of work motivation in the influence of leadership style on the performance of judges and employees.

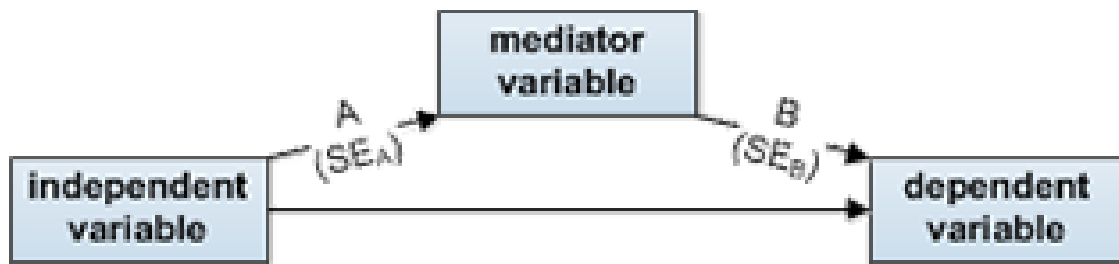


Figure 2. Mediation Analysis

A: 0.185

B: 0.411

SE_A: 0.094

SE_B: 0.135

Sobel test statistic: 1.65280334

One-tailed probability: **0.04918545**

Two-tailed probability: 0.09837089

If the Sobel test statistic > 1.96 with a significance level of 5%, then the variable can be considered capable of mediating between the independent and dependent variables (Ghozali).

Based on the results of the Sobel test, which show a one-tailed probability value of 0.04918545, we need to consider the established criteria. If the Sobel test statistic is greater than 1.96 with a significance level of 5%, then the work motivation variable can be said to mediate the relationship between leadership style and performance.

However, since the obtained one-tailed probability value is 0.04918545, which is less than 0.05, we can conclude that there is sufficient evidence to indicate that work motivation functions as a mediator. In other words, these results show that work motivation can mediate the influence between leadership style and employee performance.

Thus, it can be concluded that work motivation plays an important role in linking leadership style with performance.

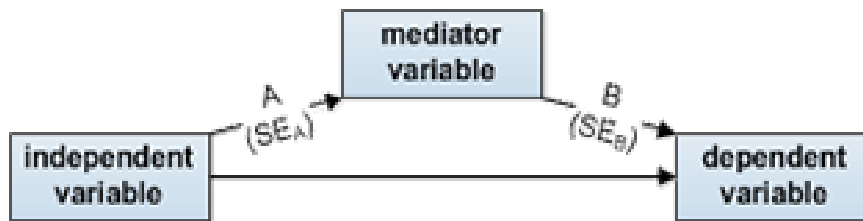


Figure 3. Mediator

A: 0.201

B: 0.411

SE_A: 0,224SE_B: 0.135

Sobel test statistic: 0.09370558

One-tailed probability: 0.46267152

Two-tailed probability: 0.92534304

Based on the results of the Sobel test with a one-tailed probability value of 0.46267152, we need to consider the established criteria. If the Sobel test statistic is greater than 1.96 with a significance level of 59%, then the motivation variable can be said to mediate the relationship between the leadership style variable and performance.

However, since the obtained one-tailed probability value is 0.46267152, which is significantly greater than 0.05, this indicates that motivation does not serve as a mediator. In other words, the results show that motivation does not mediate the influence between the work environment and employee performance.

In conclusion, motivation does not have a significant role in connecting the work environment with performance.

VI. DISCUSSION

The Direct Influence of Leadership Style Variable (X1) on Performance (Y2)

Based on the research results, it shows that leadership style does not influence performance among employees at the Baucau First Level Judicial Court. This is indicated by the Beta coefficient value for Leadership Style, which is 0.194, suggesting a positive influence on performance. However, the significance value of 0.185, which is greater than 0.05, indicates that this influence is not statistically significant.

Therefore, the null hypothesis (H_0) is accepted because the significance value exceeds 0.05, indicating that Leadership Style does not have a positive influence on Performance (Y_2). Consequently, the alternative hypothesis (H_1), which states that there is a positive influence, cannot be accepted. In conclusion, Leadership Style does not have a positive influence on performance. This result contradicts the study conducted by Puji Santoso^{1*}, Heru Baskoro² (2024).

2. Direct Influence of Work Environment Variable (X_1) on Performance (Y_2)

Based on the research findings, it is evident that the work environment has an impact on the performance of employees at the Baucau First Level Judicial Court. The beta coefficient for the Work Environment is 0.389, indicating a positive influence on performance. The significance value for the Work Environment is 0.008, which is less than 0.05. This indicates that the effect is statistically significant. Therefore, the null hypothesis (H_0) is rejected because the significance value is less than 0.05, suggesting a positive relationship.

In conclusion, the Work Environment variable (Y_1) positively influences Performance (Y_2), so the alternative hypothesis (H_1) stating that there is a positive influence of the Work Environment on Performance can be accepted. Thus, it can be concluded that the Work Environment indeed has a positive impact on performance. This result is consistent with previous research conducted by Naga Pandu Eka Caksana (2019), where the hypothesis test showed that the influence of Leadership Style on Teacher Performance through Work Motivation produced a beta coefficient of 0.455, with a direct contribution of 0.225 and an indirect contribution of 0.230. This indicates that the performance of teachers is influenced directly by Leadership Style by 22.5% and indirectly through Work Motivation by 23%, totaling a contribution of 45.5%.

The Direct Influence of Leadership Style Variable (X_1) on Work Motivation (Y_1)

Based on the output from the first regression model shown in the coefficient table, the Beta coefficient value for Leadership Style is 0.365, with a significance value (Sig.) of 0.058. Although the coefficient indicates a positive influence on work motivation, the significance value greater than 0.05 shows that this influence is not statistically significant. Therefore, the null hypothesis (H_0) is accepted, meaning that Leadership Style does not have a positive influence on work motivation (Y_1). Consequently, the alternative hypothesis (H_1), which states that there is a positive influence, cannot be accepted. In conclusion, Leadership Style does not positively influence Work Motivation. Thus, we can conclude that Leadership Style does not have a significant positive effect on work motivation. These findings contrast with previous research conducted by Sri Martina Karnadi Riska Ayu (2022).

The Direct Influence of the Work Environment Variable (X_1) on Work Motivation (Y_1)

Based on the research results, the Beta coefficient value for the Work Environment is 0.168, while the significance value (Sig.) is 0.374. Since this significance value is much greater than 0.05, we can conclude that the Work Environment does not have a significant positive influence on work motivation.

Therefore, the null hypothesis (H_0) is accepted, indicating that the Work Environment does not positively influence work motivation (Y_1). Consequently, the alternative hypothesis (H_1), which states that there is a positive influence, cannot be accepted. In conclusion, the Work Environment does not have a significant positive effect on Work Motivation. Thus, we can conclude that the Work Environment does not significantly influence work motivation. These findings do not align with previous research conducted by Johannis D. Kale, John E.H.J. FoEh, and Simon Sia Niha (2023).

The Direct Influence of Work Motivation Variable (Y_1) on Performance (Y_2)

Based on the table above, the coefficient value for Work Motivation is 0.371, indicating a positive influence on performance. The significance value for work motivation is 0.004, which is less than 0.05. This means the influence is statistically positive. Therefore, the null hypothesis (H_0) is rejected because the significance value is less than 0.05, indicating a positive relationship. In conclusion, the Work Motivation variable (Y_1) has a positive influence on Performance (Y_2), so the alternative hypothesis (H_1), which states that there is a positive influence of Work Motivation on Performance, can be accepted. The findings of this fifth hypothesis are consistent with research conducted by Siti Narmita Yamin (2021).

The Indirect Influence of Leadership Style Variable (X_1) on Performance (Y_2) Through Work Motivation (Y_1) as an Intervening Variable

Based on the results of the Sobel test, which shows a one-tailed probability value of 0.04918545, we need to consider the established criteria. If the Sobel test statistic is greater than 1.96 with a significance level of 59%, then the work motivation variable can be said to mediate the relationship between the leadership style variable and performance.

However, since the obtained one-tailed probability value is 0.04918545, which is less than 0.05, we can conclude that there is sufficient evidence to indicate that work motivation acts as a mediator. In other words, these results show that work motivation can mediate the influence between leadership style and employee performance. Therefore, it can be concluded that work motivation plays an important role in connecting leadership style with performance. These findings are consistent with previous research conducted by Caksana, N. P. E. (2019).

The Indirect Influence of Work Environment Variable (X_2) on Performance (Y_2) Through Work Motivation (Y_1) as a Mediating Variable

Based on the results of the Sobel test, with a one-tailed probability value of 0.46267152, we need to consider the established criteria. If the Sobel test statistic is greater than 1.96 with a significance level of 59%, then the work motivation variable can be said to mediate the relationship between the work environment variable and performance. However, since the obtained one-tailed probability value is 0.46267152, which is much greater than 0.05, this indicates that work motivation is not capable of serving as a mediator. In other words, these results show that work motivation does not mediate the

influence between the work environment and employee performance. These findings contradict previous research conducted by Nugraheni, A. R., Utami, H. N., & Prasetya, A. (2022).

VII. CONCLUSION

The results indicate that leadership style does not have a significant positive effect on employee performance at the Baucau First Level Judicial Court. Although there is a measurable positive effect, the significance value greater than 0.05 suggests that the relationship is not strong enough to be considered evidence of an influence. Thus, the alternative hypothesis stating a positive influence cannot be accepted.

The findings conclude that the work environment positively influences employee performance at the Baucau First Level Judicial Court. The Beta coefficient value of 0.389 indicates a positive relationship, while the significance value of 0.008, which is less than 0.05, affirms that the alternative hypothesis (H1) is accepted. Therefore, the work environment is an important factor affecting employee performance.

The results conclude that leadership style does not have a significant positive effect on work motivation. Although the Beta coefficient shows a positive effect of 0.365, the significance value of 0.058, which is greater than 0.05, indicates that the null hypothesis (Ho) is accepted. Thus, the alternative hypothesis (H1) stating a positive influence cannot be accepted.

The findings indicate that the work environment does not positively influence employee work motivation. With a Beta coefficient value of 0.168 and a significance value of 0.374, which is much greater than 0.05, the null hypothesis (Ho) is accepted, showing that there is insufficient evidence to support the alternative hypothesis (H1) that states the work environment positively influences work motivation. This indicates that the work environment is not a key factor in enhancing employee motivation in this context.

Based on the analysis, it can be concluded that work motivation positively affects employee performance. With a significance value of 0.004, which is less than 0.05, the null hypothesis (Ho) is rejected, and the alternative hypothesis (H1) stating a positive influence of work motivation on performance is accepted. This finding emphasizes the importance of motivational factors in improving employee performance in organizations.

The analysis concludes that work motivation plays a significant role as a mediator between leadership style and employee performance. With a one-tailed probability value of 0.04918545, which is less than 0.05, there is sufficient evidence to state that work motivation positively mediates this relationship. This suggests that enhancing work motivation can strengthen the positive impact of leadership style on employee performance.

Based on the Sobel test analysis, it can be concluded that work motivation does not function as a mediator between the work environment and employee performance. With a one-tailed probability

value of 0.46267152, which is much greater than 0.05, the hypothesis stating that work motivation can mediate this relationship cannot be accepted. This indicates that there may be other factors that are more significant in influencing employee performance that are not covered by the motivation variable. The work environment significantly influences work motivation, with a significance value of 0.013 and a Beta coefficient of 0.396. This confirms that a good quality work environment can encourage employees to perform better.

A. RECOMMENDATIONS

Theoretical Recommendations: Further research should investigate specific elements of the work environment that significantly influence employee performance, such as lighting, workspace design, and organizational culture. Developing theoretical models that link these environmental factors to job satisfaction, organizational commitment, and mental health could enhance the existing literature. Additionally, studies should explore variables affecting work motivation, including recognition and personal development, and create models to connect leadership styles with these factors to understand the complexities of employee motivation.

Practical Recommendations: Management should address motivational factors beyond leadership styles, focusing on working conditions, career development, and recognition. Surveys and discussion forums can help gather employee feedback. Training programs aimed at improving leaders' interpersonal skills are essential for fostering a positive work climate. It's also crucial to examine factors like motivation, organizational culture, and team support to fully understand performance contributors. Management should develop programs that emphasize recognition of achievements and provide skills training to cultivate a supportive atmosphere. Investing in renovations and facilities to enhance the work environment and conducting surveys for continuous employee feedback will further ensure that management can adapt conditions to meet employee needs effectively.

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