

The Effect of Leadership Style and Work Environment on Employee Performance at Sacred Heart of Jesus, Becora, Dili, Timor-Leste: The Mediating Role of Work Motivation

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ABSTRACT

This research aims to determine the influence of leadership style and work environment on employee performance with the mediation of teacher and employee work motivation at Sagrado Coração de Jesus/Sacred Heart of Jesus, Becora, Dili, Timor Leste. In this study, the research method used is quantitative research. The population obtained is 130 people with an incidental sample, allowing the researcher to find a sample of 110 teachers and employees. The data used in this research are primary data, collected through the distribution of questionnaires. The data analysis technique is quantitative data analysis using statistical methods. The statistical method used is Partial Least Square (PLS). The research results show that the leadership style variable has a significantly positive effect on the performance of teachers and employees at Sagrado Coração de Jesus/Sacred Heart of Jesus. The leadership style variable also has a significantly positive effect on the motivation of teachers and employees at Sagrado Coração de Jesus/Sacred Heart of Jesus. The work environment variable has a positive but not significant effect on the performance of teachers and employees at Sagrado Coração de Jesus/Sacred Heart of Jesus. The work environment variable has a significantly positive effect on the motivation of teachers and employees at Sagrado Coração de Jesus/Sacred Heart of Jesus. The work motivation variable has a significantly positive effect on the performance of teachers and employees at Sagrado Coração de Jesus/Sacred Heart of Jesus. The leadership style variable, through work motivation as a mediating variable, has a not significantly positive effect on the performance of teachers and employees at Sagrado Coração de Jesus/Sacred Heart of Jesus. The work environment variable, through work motivation as a mediating variable, has a significantly positive effect on the performance of teachers and employees at Sagrado Coração de Jesus/Sacred Heart of Jesus.

KEYWORDS: leadership style, work environment, motivation, and performance

I. INTRODUCTION

Human Resource Management is a part of management that focuses on organizing the roles of human resources in the activities of an organization (Yuniarsih and Suwatno, 2016:1). Due to the crucial role of human resources in the implementation and achievement of organizational goals, there is a need for effective human resource management that considers aspects such as staffing, training, development, and motivation. Therefore, the task of human resource management is to manage human elements effectively to obtain a workforce satisfied with their jobs. Aspects of human resources are the most important considerations for an organization or institution, as the success or failure of an organization or institution greatly depends on the management of human resources.

Observations conducted by the researcher during their time at SACROJES/Heart of Jesus revealed that teachers and staff did not exhibit good performance in both teaching and administrative tasks. This lack of discipline and commitment to tasks is attributed to leadership style. According to Irham (2015:2), employee performance is the result obtained by an organization, whether profit-oriented or non-profit-oriented, over a specific period, determining whether the work completed meets the standard of teachers and staff. Teacher and staff performance is a common challenge faced by many organizations, as it significantly affects the quality of their work.

Observations at SACROJES/Heart of Jesus indicated ineffective communication between leaders and teachers/staff, decisions not aligned with meeting outcomes, and inconsistency in decision-making. Previous research by Kartini et al. (2020) found a positive and significant influence of school principal leadership style on teacher performance, aligning with studies by Aparicio Guterres and Wayan Gede Supartha (2016), Sanga Desa, Sulfemi, W. B. (2020), Naga Pandu Eka Caksana (2019), and Wachira and Mbugua (2017), which highlight the positive and significant impact of school leadership on teacher performance.

According to Nitisemito (2000:183), the work environment encompasses everything around workers that can influence their task execution. The work environment includes tools, materials, the surrounding context, work methods, and individual or group work arrangements. The researcher's observations at SACROJES indicated a hot room temperature, inadequate security, only 2 computers in administration, no projector, and subpar whiteboards. Kusmiyatun, Sarah Dwi, and Sonny Sonny's research (2021) supports the positive and significant impact of the work environment on teacher performance, consistent with studies by Djafar et al. (2021), Luhkita (2020), Manik and Syafrina (2018), and Rahardjo (2014).

Motivation serves as a driving force for individuals to contribute as much as possible to the organization's success, as achieving organizational goals also means achieving the personal goals of its members (Siagian, 2002). The researcher's observations at the Sacred Heart of Jesus School (SACROJES) revealed insufficient motivation provided to teachers and administrative staff, including inadequate salary, lack of training, absence of bonuses, no recognition from superiors for good performance, inconsistent salaries, no retirement benefits, poor

communication between leaders and staff, lack of trust between leaders and employees, and an uninnovative work environment with decision-making not aligned with meetings.

Siti Narmita Yamin's research (2021) found that work motivation has a direct, positive, and significant impact on employee performance, and the work environment indirectly influences employee performance through work motivation. Agustina et al. (2020) also established the influence of teacher work motivation on teacher performance in state Islamic junior high schools. The hypothesis testing results showed a p-value of 0.000, indicating a rejection of the null hypothesis, meaning that teacher work motivation significantly affects teacher performance in Tsanawiyah schools in the Bontotiro District of Bulukumba Regency.

Theoretical Benefit, this study provides scientific references in the field of leadership and organization within an institution, as well as the work environment's impact on all related employees. Additionally, it serves as a benchmark for performance.

Practical Benefit, it contributes to improving insights and knowledge for the author and the general public. This research can also be used as supporting material to assess the work results of all relevant staff.

II. LITERATURE REVIEW

Anwar (2002:75) Leadership style is a leader's way of influencing their subordinates. Choosing the right leadership style, accompanied by appropriate external motivation, makes it easier to achieve individual and organizational goals.

Nitisemito (2000:183) The work environment is everything around workers that can influence them in carrying out assigned tasks.

(Yamin, 2020) Motivation is an activity or a way to encourage the inner turmoil in humans to behave, work optimally to fulfill predetermined needs or goals.

Irham (2015:2) Employee performance is the result obtained by an organization, whether profit-oriented or non-profit-oriented, produced during a specific period. This helps determine whether the completed tasks meet the standard of employee work.

III. CONCEPTUAL FRAMEWORK AND HYPOTHESES

The hypotheses constructed are subsequently tested for their validity through an analysis process using data obtained from research subjects in the field through interviews, documentation, and questionnaires. For addressing the research problem statements, this study employs descriptive analysis to elucidate the influence between variables. Similarly, to ascertain the impact of each exogenous variable on the endogenous variable, quantitative analysis is conducted using Partial Least Square (PLS).

The conceptual framework represents a relationship or connection between one variable and another, or several concepts with other concepts. In the context of the researched problem, the variables considered are leadership style and work environment, affecting performance with motivation as a mediating variable.

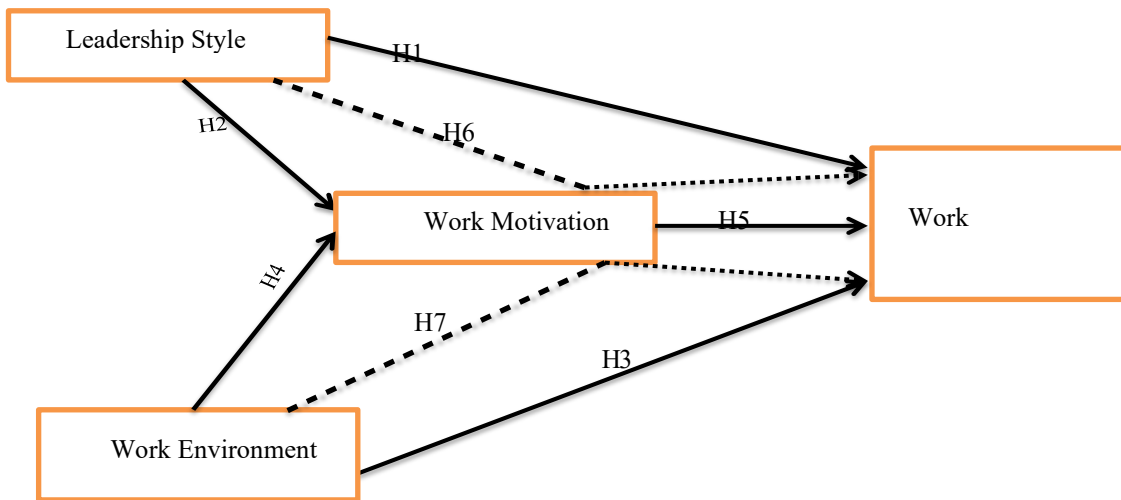


Figure 1. Framework

IV. RESEARCH METHODOLOGY

In this study, the research method employed is quantitative research. The obtained population consists of 130 individuals, and using an incidental sampling method, the researcher was able to identify a sample of 110 teachers and staff. The data utilized in this research is primary data, collected through the distribution of questionnaires. The research instruments include validity and reliability, and the data analysis technique involves quantitative data analysis using descriptive and Partial Least Square (PLS) statistical methods.

V. FINDINGS AND DISCUSSION

The characteristics of the research respondents are analyzed based on age group, educational level, marital status, gender, and length of service.

Table 1. Research Respondent

		Frequency	Percent
Gender	Man	38	34.5
	Woman	72	65.5
	Total	110	100.0
	< 30	24	21.8

Age	31-35	35	31.8
	36-40	20	18.2
	41-45	17	15.5
	>50	14	12.7
	Total	110	100.0
Level Education	Elementary	1	0.9
	Junior High	2	1.8
	High School	9	8.2
	Graduate	98	89.1
	Total	110	100.0
	< 1 Year	10	9.1
	1-3 Years	13	11.8
	3-5 Years	13	11.8
Period of Employment	> 5 Years	74	67.3
	Total	110	100.0
Salary	< 150 Dollar	46	41.8
	150-300 Dollar	51	46.4
	310-400 Dollar	13	11.8
	Total	110	100.0

Table 1 shows that the total number of respondents is 110 people out of the total available respondents. Those who answered the questionnaire are predominantly female, totaling 72 people or 65.5%, while male respondents are 38 people or 34.5%. Therefore, it can be concluded that the majority of teachers and staff working at Sagrado Coração de Jesus, Becora, Dili, Timor-Leste/ Sacred Heart of Jesus are female.

Based on the age of the respondents, 35 people or 31.8% are in the age range of 31 to 35, while respondents below the age of 50 are 14 people or 12.7%. Thus, it can be concluded that the majority of teachers and staff working at Sagrado Coração de Jesus, Becora, Dili, Timor-Leste/ Sacred Heart of Jesus are in the age range of 31-35. This implies that, in performing their duties to achieve better performance, it is necessary to have teachers and staff with a high level of productivity.

In terms of education level, the majority of respondents, teachers, and staff at Sagrado Coração de Jesus, Becora, Dili, Timor-Leste/ Sacred Heart of Jesus, have a Bachelor's degree (S1), totaling 98 respondents or 89.1%, and one respondent with an elementary school education, accounting for 0.9%. This indicates that the education level of teachers and staff with a Bachelor's degree (S1) is at an average level. The results show that the education level of an individual significantly influences their performance within an institution.

Based on work experience, the majority of respondents in this study, totaling 74 people or 67.3%, have work experience of more than 5 years, while those with less than 1 year of work experience are 10 people or 9.1%. This indicates that most respondents in the study have work experience as teachers and staff at Sagrado Coração de Jesus, Becora, Dili, Timor-Leste/ Sacred Heart of Jesus. Work experience can affect an individual's performance, where longer experience tends to show better performance.

Regarding salary, it is shown that at Sagrado Coração de Jesus, Becora, Dili, Timor-Leste/ Sacred Heart of Jesus, 51 people or 46.8% receive a salary between U\$150 and U\$300, and 13 people or 11.8% receive a salary between U\$310 and U\$400. It can be concluded that the received salary corresponds to the trust or position given to teachers and staff at Sagrado Coração de Jesus, Becora, Dili, Timor-Leste/ Sacred Heart of Jesus.

A. Testing Instrument

1) *Outer loading*

Table 2. Outer Loadings

Outer loadings	
X1.1 <- Leadership Style (X1)	0.895
X1.2 <- Leadership Style (X1)	0.878
X1.3 <- Leadership Style (X1)	0.898
X1.4 <- Leadership Style (X1)	0.902
X1.5 <- Leadership Style	0.927
(X1)	
X1.6 <- Leadership Style (X1)	0.923
X1.7 <- Leadership Style (X1)	0.877
X1.8 <- Leadership Style (X1)	0.919
X1.9 <- Leadership Style (X1)	0.951

X1.10 <- Leadership Style (X1)	0.924
X1.11 <- Leadership Style (X1)	0.906
X1.12 <- Leadership Style (X1)	0.914
X1.13 <- Leadership Style (X1)	0.911
X1.14 <- Leadership Style (X1)	0.909

Based on the Table 2 outer loading can be explained, namely the leadership style variable which has 14 indicators with all having the highest value, namely 0.877 to 0.927 which is greater than the value > 0.7 so it can be concluded that the 14 indicators meet the criteria for convergent validity, meaning that it is good at measuring the Leadership Style variable.

Table 3. Outer Loadings

Outer loadings	
X2.1 <- Work Environment (X2)	0.940
X2.2 <- Work Environment (X2)	0.931
X2.3 <- Work Environment (X2)	0.924
X2.4 <- Work Environment (X2)	0.923
X2.5 <- Work Environment (X2)	0.922
X2.6 <- Work Environment (X2)	0.899
X2.7 <- Work Environment (X2)	0.908
X2.8 <- Work Environment (X2)	0.885

Based on Table 3, the outer loading above indicates that the work environment variable consists of 8 indicators, namely X2.1 to X2.8, all of which have the highest values ranging from 0.885 to 0.940. These values are greater than 0.7, leading to the conclusion that all 8 indicators meet the criteria for convergent validity. This implies that they are effective in measuring the work environment variable,

Table 4. Outer Loadings

Outer loadings	
Z1 <- Work Motivation (Z)	0.899

Z2 <- Work Motivation (Z)	0.959
Z3 <- Work Motivation (Z)	0.926
Z4 <- Work Motivation (Z)	0.934
Z5 <- Work Motivation (Z)	0.907
Z6 <- Work Motivation (Z)	0.921
Z8 <- Work Motivation (Z)	0.934
Z9 <- Work Motivation (Z)	0.938
Z10 <- Work Motivation (Z)	0.928

Based on Table 4, outer loading can be explained as follows: the work motivation variable comprises 10 indicators, all of which have the highest values ranging from 0.899 to 0.959, exceeding the threshold of >0.7. Therefore, it can be concluded that all 10 indicators meet the criteria for convergent validity, indicating effectiveness in measuring the work motivation variable.

Table 5. Outer Loadings

Outer loadings	
KK1 <- Teacher and Employee Work Performance (Y)	0.941
KK2 <- Teacher and Employee Work Performance (Y)	0.934
KK3 <- Teacher and Employee Work Performance (Y)	0.915
KK4 <- Teacher and Employee Work Performance (Y)	0.954
KK5 <- Teacher and Employee Work Performance (Y)	0.931
KK6 <- Teacher and Employee Work Performance (Y)	0.914
KK7 <- Teacher and Employee Work Performance (Y)	0.912
KK8 <- Teacher and Employee Work Performance (Y)	0.904
KK9 <- Teacher and Employee Work Performance (Y)	0.931

Based on Table 5 outer loading can be explained, namely the work performance variable, which has 9 indicators indicators with all having the highest value, namely 0.904 to 0.954 which is greater than the value > 0.7 so it can be concluded that the 9 existing indicators meet the criteria for convergent validity, meaning that it is good to measure work performance variables.

2) Discriminant validity

Discriminant validity can be seen by comparing the AVE value with the correlation between other constructs in the model. If the AVE root value > 0.50, it means that discriminant validity is achieved.

Table 6. Discriminant validity

Variables Research	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Leadership Style (X1)	0.984	0.987	0.985	0.828
Work Performance Teachers and Employees (Y)	0.979	0.981	0.982	0.858
Work Environment (X2)	0.973	0.974	0.977	0.84
Work Motivation (Z)	0.982	0.983	0.984	0.86

Source: SMART PLS4 data processing results

Based on the table above, the AVE value on the leadership style variable (0.828), employee performance variable (0.858), work environment (0.84), and work motivation (0.86) are above the value > 0.50. So, it can be said that the measurement model has valid discriminant validity.

B. Reliability

Table 7. Composite Reliability

Variables Research	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Leadership Style (X1)	0.984	0.987	0.985	0.828
Work Performance Teachers and Employees (Y)	0.979	0.981	0.982	0.858
Work Environment (X2)	0.973	0.974	0.977	0.84
Work Motivation (Z)	0.982	0.983	0.984	0.86

Source: SMART PLS4 data processing results

Composite reliability is good if the value is above 0.70. Based on the table above, it can be seen that the Composite reliability value for variable X1 is 0.985, X2 is 0.977, Y is 0.982, and Z is 0.984, where the Composite reliability values of the 4 variables in the model are all greater than 0.70, so it can be said that the measurement model in this study has met the composite reliability.

C. Measurement Model (inner-model)

1) R Square Value

Table 8. R-square

Variables Research	R-square
Work Performance Teachers and Employees (Y)	0.248
Work Motivation (Z)	0.288

Source: SMART PLS4 data processing results

Based on Table 8, it is known that the R-square for the motivation variable (Z) is 0.288, which means that Z is influenced by X1 and X2 by 28.8%. Meanwhile, the R-square value for the work performance variable (Y) is 0.248, which means that Y is influenced by X1, X2 and Z by 28.8%.

2) Goodness of Fit (GoF)

The results of the calculation of the Q Square value are as follows:

$$\begin{aligned}
 \text{Q-Square} &= 1 - [(1 - R^2_1) \times (1 - R^2_2)] \\
 &= 1 - [(1 - 0,248) \times (1 - 0,288)] \\
 &= 1 - (0,752) \times (0,712) \\
 &= 1 - 0,535 \\
 &= 0,465
 \end{aligned}$$

Based on the results of the above calculations, the Q-Square value is 0.465. This shows that the amount of diversity of research data that can be explained by the research model is 46.5%. While the remaining 53.5% is explained by other factors that are outside this research model. Thus, from these results, this research model can be stated to have a good goodness of fit index because the QSquare value is above 0.

D. Discrete Analysis

1) Leadership Style Variable (X1)

Tabel 9. Description of Respondents' Responses to Indicators on Leadership Style Variables

No	Statement	Alternative Answer					Total Score	Desc
		ST (5)	S (4)	N (3)	TS (2)	STS (1)		
1	Your leader always consults with subordinates in making decisions	210	64	72	42	7	395	Agree
2	Your Leader Treat Subordinates with Good	205	68	105	26	4	408	Agree
3	Your leader always gives subordinates the opportunity to provide criticism.	200	64	72	48	6	390	Agree
4	Your leader trusts subordinates to complete the work in their own way.	180	68	81	46	7	382	Agree
5	Your leader always cares about employees.	220	56	42	30	23	371	Neutral
6	Your leader rewards the ability of employees with good performance.	205	44	39	26	32	346	Neutral
7	Your leader always orders subordinates to follow what they want.	225	40	48	20	29	362	Neutral
8	Your leader lacks trust in making decisions.	225	48	27	12	38	350	Neutral
9	Your leader always demands subordinates to do what they want.	220	40	33	18	36	347	Neutral
10	Your leader makes decisions based on subordinate input.	235	28	42	56	14	375	Agree

11	Your leader often emphasizes the importance of tasks and holds you accountable.	210	80	78	40	2	410	Agree
12	When giving tasks your leader usually discusses with subordinates.	220	84	81	30	3	418	Agree
13	Your leader made a decision in accordance with the meeting results	230	80	81	28	3	422	Agree
14	Your leader commitment in decision-making.	250	64	66	40	2	422	Agree
Average Score Total							385.57	Agree

Source: Research Results Processed 2023

Table 9 shows that the average value of each question item whose results are. The lowest is at a value of 347 with the statement item your leader always demands that subordinates do what you want, while the highest is at a value of 422, namely your leader makes decisions according to the results of the meeting and your leader is committed to making decisions. With these results, it shows that the leadership style variable at the Sagarado Coração de Jesus School.

Sagarado Coração de Jesus, Becora, Dili, Timor-Leste/Holy Heart of Jesus, Becora is classified as agreeing. This indicates that teachers and employees agree with the absorption of existing leadership styles. The overall response of teachers and employees at Sagarado Coração de Jesus, Becora, Dili, Timor-Leste/Holy Heart of Jesus, Becora to the leadership style is categorized as agreeing with an average score of 385.57.

2) Work Environment Variable (X2)

Tabel 10. Description of Respondents' Responses to Indicators on Work Environment Variables.

No	Statement	Alternative Answer					Total Score	Desc
		ST	S	N	TS	STS		
		5	4	3	2	1		
1	A Conducive Work Environment greatly supports the smooth execution of work.	230	144	57	18		449	Agree
2	You work in a comfortable space.	240	132	45	20	4	441	Agree

3	You build good working relationships with leaders and with fellow coworkers.	220	172	54	10		456	Agree
4	You are given the opportunity to excel in work open to fellow coworkers.	240	144	45	18	2	449	Agree
5	Good communication between your coworkers, superiors and subordinates helps the smooth execution of work.	255	144	54	10		463	Strongly Agree
6	The work equipment in the division where you work has helped the implementation of your tasks.	215	140	54	24	2	435	Agree
7	The atmosphere around your school is safe, making teachers and employees work well.	210	172	39	24		445	Agree
8	The facilities and infrastructure in your school are sufficient to support your work.	210	144	45	16	9	424	Agree
Average Score Total							445.25	Agree

Source: Research Results Processed 2023

Based on the Table 10 above, it is shown that the work environment variable for each statement item with the lowest score is 424, with the statement item "The facilities and infrastructure at your school adequately support your work" categorized as agree, and the highest score is 463, with the statement item "Good communication among your colleagues, superiors, and subordinates helps the smooth implementation of work" categorized as strongly agree. From the above results, it is indicated that the work environment variable at Sagarado Coração de Jesus School, Becora, Dili, Timor-Leste/ Sacred Heart of Jesus, Becora, is classified as agree. This shows that teachers and staff agree with the current working conditions because the average score for the work environment variable is 445.25.

3) Work Motivation Variable

Tabel 11. Description of Respondents' Responses to Indicators in the Work Motivation Variable.

No	Statement	Alternative Answer					Total Score	Desc
		ST	S	N	TS	STS		
		5	4	3	2	1		

1	The school you work for has been able to give enough bonuses to each teacher and employee according to work results.	105	88	63	44	25	325	
2	The salary provided by the School has been able to meet your needs and is appropriate for your work and in accordance with your work.	145	80	60	36	23	344	
3	The school is able to guarantee the safety conditions of you and your coworkers.	140	104	66	38	15	363	
4	The school is able to prevent accidents to you and other teachers.	105	96	87	38	17	343	
5	The school has been able to provide old-age security to you and the teachers.	110	84	60	38	28	320	
6	You are given opportunities to socialize with others.	160	88	84	50	3	385	
7	Close relationships between teachers and other colleagues.	215	76	66	46	3	406	
8	The school rewards you for the work you do.	130	88	66	42	19	345	
9	You are satisfied with your current position.	220	68	66	44	5	403	
10	You are given the opportunity to do something to advance your career.	195	60	78	30	15	378	
Average Score Total							361.2	

Source; Research Results Processed 2023

Table 11 shows that each statement item on the work motivation variable is the lowest. The lowest is 320 with the statement item The school has been able to provide old age security to you and the teacher and the value of the high statement item is 406 with the statement item of the teacher's close relationship with other colleagues. With these results, it shows that the work motivation variable is classified as neutral. This indicates that teachers and employees are neutral about the existing motivation both from the leadership and the existing work environment. Because the teachers and employees who work at Sagarado Coração de Jesus, Becora, Dili,

Timor-Leste/Hati Kudus Jesus, Becora are partly state employees, the work motivation variable is categorized as neutral with an average score of 361.2.

4) Work Performance Variable

Tabel 12. Description of Respondents' Responses to Indicators on Work Performance Variables

No	Statement	Alternative Answer					Total Score	Desc
		ST	S	N	TS	STS		
		5	4	3	2	1		
1	You always do your work on time.	205	116	90	18	1	430	
2	Your efficiency always exceeds the average of other teachers and employees.	210	88	45	52	5	400	
3	The quality of your work is always satisfactory.	190	120	75	32	1	418	
4	The work produced meets the formal performance requirements of the organization.	215	100	78	32		425	
5	You use equipment in accordance with standards.	205	112	78	24	3	422	
6	You utilize all available resources.	195	104	81	30	3	413	
7	You can cooperate with colleagues.	240	124	90	2		456	
8	You can cooperate with superiors.	205	132	57	34		428	
9	You have good communication between employees and the work group.	235	128	87	4		454	
Average Score Total							427.33	

Source; Research results processed 2023

Table 12 shows that the results of respondents' answers to the performance variables of teachers and employees at Sagrado Coração de Jesus school above show that all statement items have high results, with the lowest value being at a value of 400, namely the item Your efficiency always exceeds the average of other teachers and employees, while the highest is at a value of 456, namely You can work together with coworkers. The results above show that the work performance of teachers and employees at Sagrado Coração de Jesus/Holy Heart of

Jesus school, Becora, is categorized as high. Becora, is categorized as agreeing, meaning that teachers and employees show performance with an average score of 427.33.

E. Hypothesis Test

Table 13. Path Coefficients

Path coefficients					
Research Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Leadership Style (X1) -> Teacher and Employee Work Performance (Y)	0.225	0.226	0.105	2.151	0.032
Leadership Style (X1) -> Work Motivation (Z)	0.187	0.187	0.091	2.055	0.040
Work Environment (X2) -> Teacher and Employee Work Performance (Y)	0.163	0.172	0.093	1.758	0.079
Work Environment (X2) -> Work Motivation (Z)	0.429	0.435	0.080	5.391	0.000
Work Motivation (Z) -> Teacher and Employee Job Performance (Y)	0.241	0.238	0.105	2.293	0.022

a) The influence of leadership style on the performance of teachers and employees.

Based on Table 13, the results of the first hypothesis indicate data processing with a t-statistic value of 2.151 (>1.96) and a significance value of $0.032 < 0.05$. Therefore, the hypothesis regarding the leadership style variable's impact on the performance of teachers and employees is accepted. It can be concluded that the leadership style provided by the Sagrado Coração de Jesus/Sacred Heart of Jesus leadership significantly affects the performance of teachers and employees.

b) The influence of leadership style on the motivation of teachers and employees.

In Table 13, the data processing results show a t-statistic value of 2.055 (>1.96) and a significant value meeting the criteria with 0.040, which is smaller than the error value of 0.05. Hence, the hypothesis regarding the leadership style variable's impact on the motivation of teachers and employees is accepted. It can be concluded

that the leadership style provided by the Sagrado Coração de Jesus/Sacred Heart of Jesus leadership significantly influences the work motivation of teachers and employees.

c) The influence of the work environment on the performance of teachers and employees.

Based on Table 13, in the third hypothesis, the t-statistic value is 1.758 (<1.96), and the significant value does not meet the criteria, with 0.079, which is greater than the error value of 0.05, thus rejected. Therefore, the hypothesis that the work environment variable significantly influences the performance of teachers and employees is not accepted.

d) The influence of the work environment on the motivation of teachers and employees.

From the fifth hypothesis in Table 13, the t-statistic value is 5.391 (>1.96), and the significant value meets the criteria with 0.000, which is smaller than the error value of 0.05. Therefore, the hypothesis regarding the work environment variable's significant impact on the motivation of teachers and employees is accepted. It can be concluded that the work environment can significantly provide work motivation for teachers and employees at Sagrado Coração de Jesus/Sacred Heart of Jesus.

e) The influence of work motivation on the performance of teachers and employees.

From the fifth hypothesis in Table 13, the t-statistic value is 2.293 (>1.96), and the significant value meets the criteria with 0.022, which is smaller than the error value of 0.05. Therefore, the hypothesis regarding the work motivation variable's impact on the performance of teachers and employees is accepted. It can be concluded that the motivation provided by the Sagrado Coração de Jesus/Sacred Heart of Jesus leadership significantly influences the performance of teachers and employees.

Table 14. Indirect Effects

Specific indirect effects					
Research Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Style Leadership (X1) -> Motivation Work Motivation (Z) -> Performance Work Performance of Teachers and Employees (Y)	0.045	0.043	0.030	1.505	0.132
Work Environment (X2) -> Work Motivation Work (Z) -> Performance Work Performance of Teachers and Employees (Y)	0.103	0.103	0.050	2.074	0.038

- 1) The mediating role of work motivation on the influence of leadership style on teacher and employee performance.

The results of hypothesis testing above show a P-value of $0.132 > 0.05$ with a t-statistic value of $1.505 \leq 1.96$, which means that there is an insignificant positive influence between leadership style variables through work motivation on teacher and employee performance. Then the test for the indirect effect between the leadership style variable through work motivation on teacher and employee performance has no effect. From the results of this hypothesis, it means that H_a is rejected and H_0 is accepted.

- 2) The mediating role of work motivation on the influence of the work environment on the performance of teachers and employees.

The results of hypothesis testing in the table above show a P-value of $0.038 < 0.05$, meaning that the work environment through work motivation has a significant influence on the performance of teachers and employees at Sagrado Coração de Jesus / Sacred Heart of Jesus is very influential and the t statistic value is $2.074 > 1.96$, which means that there is a significant positive influence between work environment variables through work motivation on the performance of teachers and employees. then the test of indirect influence between work environment variables through work motivation on teacher and employee performance has an influence. From the results of this hypothesis, it means that H_0 is rejected and H_1 is accepted.

F. Discussion

From the results of data analysis, the t-statistic value obtained for the influence of leadership style variable is $2.151 (> 1.96)$, and the significance value is $0.032 < 0.05$. Based on these values, there is a direct influence of the leadership style variable (X1) on the performance of teachers and employees (Y). It can be concluded that the leadership style provided by the Sagrado Coração de Jesus/Sacred Heart of Jesus leadership significantly influences the performance of teachers and employees, as the proposed hypothesis is proven and accepted. This research aligns with previous studies conducted by Kartini et al. (2020), stating a positive and significant influence of the school principal's leadership style on the performance of teachers at SMP Negeri 3 Sanga Desa. This implies that the more appropriate the leadership style applied, the better the performance of educational staff.

From the data analysis results with a t-statistic value of $2.055 (> 1.96)$ and a significance value of $0.04 < 0.05$, the hypothesis regarding the leadership style variable's impact on the motivation of teachers and employees is accepted. It can be concluded that the leadership style provided by the Sagrado Coração de Jesus/Sacred Heart of Jesus leadership significantly influences the motivation of teachers and employees. This finding is consistent with Mendrofa, S. S.'s (2021) research, which indicates a positive and significant effect of leadership style (X) on employee motivation in the Food Resilience Agency of South Nias Regency.

Based on the data analysis results with a t-statistic value of $1.758 < 1.96$ and a significance value of $0.079 > 0.05$, the hypothesis regarding the workplace environment variable's impact on the performance of teachers and employees is rejected. This means that the workplace environment variable does not significantly affect the

performance of teachers and employees. This result contradicts a study by Sarah Dwi and Sonny Sonny (2021), stating that the work environment has a positive and significant effect on employee performance at PT Resindo, South Jakarta.

From the data processing with a t-statistic value of 5.391 (>1.96) and a significance value of $0.000 < 0.05$, the hypothesis regarding the workplace environment variable's significant impact on the motivation of teachers and employees is accepted. It can be concluded that the work environment can provide motivation for teachers and employees at Sagrado Coração de Jesus/Sacred Heart of Jesus. This result is consistent with Jasmine, I., & Edalmen, E.'s (2020) research, stating that the work environment has a significant impact on motivation.

From the data processing with a t-statistic value of 2.293 > 1.96 and a significance value of $0.022 > 0.05$, the hypothesis regarding the motivation variable's impact on the performance of teachers and employees is accepted. It can be concluded that the motivation provided by the Sagrado Coração de Jesus/Sacred Heart of Jesus leadership significantly influences the performance of teachers and employees. This finding aligns with Siti Narmita Yamin's (2021) previous research, stating that work motivation has a direct positive and significant effect on employee performance in the Gowa District Secretariat office.

From the analysis with a t-statistic value of $1.505 \leq 1.96$ and a significance value of $0.132 \leq 0.05$, the hypothesis regarding the role of work motivation in the influence of leadership style on the performance of teachers and employees is not accepted. This means that there is a positive but not significant influence between the role of work motivation in the influence of leadership style on the performance of teachers and employees. Therefore, the indirect influence test between the leadership style variable through work motivation on the performance of teachers and employees has no effect. This result contradicts Caksana, N. P. E.'s (2019) research, which suggests that leadership style indirectly has a positive and significant impact on teacher performance through work motivation.

The analysis results for the variable of the mediating role of work motivation on the influence of the work environment on the performance of teachers and employees, with a P-Value of $0.038 < 0.05$ and a t-statistic value of $2.074 > 1.96$, indicate that the mediating role of work motivation on the influence of the work environment on the performance of teachers and employees at Sagrado Coração de Jesus/Sacred Heart of Jesus is significant. This means that there is a positive and significant influence between the work environment variable through work motivation on the performance of teachers and employees. Therefore, the hypothesis is rejected, and the research results align with Nugraheni, A. R., Utami, H. N., & Prasetya, A.'s (2022) research, which suggests a significant influence of the work environment on performance through motivation.

VI. CONCLUSIONS

- 1) Based on the test results, the leadership style variable (X1) has a direct significant influence on the significant influence directly on the variable work of teachers and employees (Y) in Sagrado Coração de Jesus / Sacred Heart of Jesus. With the leadership style that is applied more With the leadership style applied more

precisely, the performance of the teachers will be better. Teacher performance can be improved when teachers have better work motivation. With the descriptive results of the leadership style variable that teachers and employees agree with the leadership style applied to the decision-making process. with the leadership style applied to decision making in accordance with the results of the meeting and the leader has a commitment to making decisions in accordance with the results of the meeting. meeting results and the leader has commitment in decision making.

- 2) From the results of the analysis conducted, the leadership style variable (X1) has a significant effect directly on the work motivation variable of teachers and employees (Z) at Sagrado Coração de Jesus / Sacred Heart of Jesus. That the leadership style given by the leader of Sagrado Coração de Jesus / Sacred Heart of Jesus is very influential on the work motivation of teachers and employees. Employees with a better leadership style will provide better motivation and encouragement to carry out their profession as teachers and employees.
- 3) From the results of data analysis obtained, the work environment variable (X2) has no direct significant effect on the performance variable of teachers and employees (Y) in Sagrado. From the results of data analysis obtained, the work environment variable (X2) does not have a significant effect directly on the performance variable of teachers and employees (Y) at Sagrado Coração de Jesus / Sacred Heart of Jesus. Even though the work environment variable has no effect, the work environment has a relationship with performance, namely working conditions, facilities, security and good communication will make teachers and employees feel comfortable at work. This comfort will certainly have an impact on improving the performance of teachers and employees at Sagrado Coração de Jesus / Sacred Heart of Jesus. Descriptive results on work environment variables that teachers and employees agree with the existing work environment, namely good communication between your coworkers, superiors and subordinates helps smooth the implementation of work with the highest score of 463.
- 4) From the results of data analysis conducted, the work environment variable (X2) has a significant effect directly on the motivation of teachers and employees at Sagrado Coração de Jesus / Sacred Heart of Jesus. the better the work environment, the work motivation of teachers and employees is also good, on the contrary, the lower the work environment, the work motivation decreases.
- 5) From the results of data analysis obtained, work motivation variable (Z) has a significant effect directly on the performance of teachers and employees in Sagrado Coração de Jesus/Hati Kudus. directly on the performance of teachers and employees at Sagrado Coração de Jesus/Holy Heart of Jesus. Jesus. This means that teachers and employees who are highly motivated towards their profession work not only because they want to be praised or for the sake of their profession to get rewards, but more than that because of the demands of their profession. more than that because of the demands of the profession. The results of the descriptive analysis show that The motivation variable that teachers and employees are neutral is the close relationship between teachers and other colleagues with a value of 406. With this, the better the motivation given by the leadership, the performance of teachers and employees at Sagarado Coração de Jesus, Becora, Dili, Timor-Leste/Holy Heart of Jesus.

- 6) From the results of data analysis conducted that the role of motivation variables (Z) on leadership style variables (X1) has no significant indirect effect on the performance of teachers and employees at Sagrado Coração de Jesus / Sacred Heart of Jesus. Although not influential, the leadership style variable has a relationship with performance through work motivation because leadership style is one of the factors in order to improve employee performance, because basically the leader is the backbone of organizational development to encourage and influence good work enthusiasm to teachers and employees to show good work performance as well at Sagrado Coração de Jesus / Sacred Heart of Jesus.
- 7) From the results of the analysis conducted that the role of motivation variables (Z) on work environment variables has a significant effect indirectly on the performance of teachers and employees at Sagrado Coração de Jesus / Sacred Heart of Jesus. This means that the work environment with complete infrastructure, good communication between coworkers, space, security and pleasant environmental conditions can motivate teachers and employees to work better so as to improve the performance of teachers and employees at Sagrado Coração de Jesus / Sacred Heart of Jesus.

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