

Advances in Human Resource Management Research

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The Role of Leadership Style, Motivation, and the Work Environment in Employee Performance

Muh. Asdar [✉] Mamat Rahmat ² Dedy Darmawan ³

[✉] Department of Management, Wira Bhakti University, Makassar, Indonesia

² Universitas Indonesia Timur, Makassar, Indonesia

³ STIE Widya Praja Tanah Grogot, Indonesia

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Corresponding author. Muh. Asdar

[✉] muh.asdar@wirabhaktimakassar.ac.id

KEYWORDS	ABSTRACT
Keywords: Leadership Style; Work Motivation; Work Environment; Employee Performance. Conflict of Interest Statement: The author(s) declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest. Copyright © 2025 AHRMR. All rights reserved.	Purpose: This study aims to analyze the roles of leadership style, motivation, and the work environment in employee performance at the Makassar Agricultural Quarantine Center and to identify the most influential organizational factors within a public agency. Research Design and Methodology: This study employed a quantitative approach supported by qualitative insights. Primary data were collected through a questionnaire distributed to all 34 employees of the Makassar Agricultural Quarantine Center. Data analysis was conducted using variance-based Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) method. Model evaluation was performed by testing the measurement (outer) and structural (inner) models. Findings and Discussion: The results indicate that leadership style has a positive, though not significant, effect on employee performance. Motivation has a negative but insignificant effect on employee performance. Conversely, the work environment had a positive and significant effect on employee performance, underscoring the importance of a conducive work environment in improving performance. Implications: This study suggests that improving employee performance in public agencies is most effectively achieved by enhancing the work environment, strengthening leadership practices, and implementing a more adaptive reward system.

Introduction

Human Resources Management is the process of utilizing, developing, evaluating, compensating, and managing individual members of an organization or groups of employees. The success of human resources management can be measured in various ways. Still, one of the most relevant measures is each individual's performance, given that human resources are the primary driving force behind an organization's achievement of its goals. Performance itself is understood as the outcome of an individual's work in terms of quality or quantity within an organization (Mangkunegara, 2011)—that is, the work results and work behavior achieved in completing assigned tasks and responsibilities over a specific period, and is related to outcomes supported by skills, thereby fostering greater work enthusiasm and effectively supporting the realization of organizational goals. Therefore, the issue of employee performance cannot be treated merely as an administrative matter but rather as a strategic issue that determines the quality of service and the sustainability of achieving organizational targets.

At the Makassar Agricultural Quarantine Center, demands on employee performance are increasingly complex due to the nature of the work, which emphasizes timeliness, cross-functional coordination, and procedural compliance. These conditions position leadership style, motivation, and the work environment as critical determinants that require deeper understanding. Leadership style is defined as the ability to influence, mobilize, and direct the actions of individuals or groups to achieve specific goals in particular situations (Sujak, 2000), and as the process of leading, guiding, and influencing others to achieve expected results and objectives. Motivation is the driving force that encourages an individual to contribute as much as possible to the organization's success (Siagian, 2010), often defined as the impetus that directs efforts toward productivity, attendance, and creative work behavior (Rosyadi, 2012). The work environment encompasses workplace conditions, necessary facilities and infrastructure, and key components that shape motivation and influence performance (Sunyoto, 2015). Thus, this study is necessary to explain how these three factors operate conceptually and contextually as the foundation for enhancing employee performance at the Makassar Agricultural Quarantine Center.

Previous research on employee performance has shifted toward a more integrative understanding, positioning leadership style, motivation, and the work environment as key, mutually interacting determinants. Various studies have found strong evidence regarding these relationships. Hilmaya et al. (2021) confirmed that leadership style, motivation, job satisfaction, and the work environment significantly influence performance; thus, performance is understood as the result of a combination of structural and psychological factors. Within the same framework, Bakhri & Rizal (2021) specifically noted that the work environment has the greatest influence, emphasizing the importance of physical conditions, comfort, safety, and organizational support in sustaining employee performance over the long term. Regarding the dimension of motivation, recent research reveals a more nuanced pattern of influence. Laksono & Iqbal (2020) revealed that motivation has both direct and indirect effects on performance. In contrast, the influence of leadership tends to be less consistent, suggesting that motivation serves as a key mechanism for translating policies and managerial styles into actual work behavior. These findings are reinforced by Rifaldi et al. (2019), who demonstrated that motivation is the strongest driver of performance among organizational factors. Furthermore, contemporary studies also highlight the interrelated causal relationships among these variables. Putri & Hartono (2023) demonstrate that leadership style positively affects work motivation (Oktariyanti & Hermendo, 2023); the work environment significantly influences employee motivation (Saputra et al., 2025); and work motivation mediates the relationship between leadership style and performance (Putri & Hartono, 2023).

The third section highlights the research gap between the latest empirical findings and the need for a more contextual theoretical framework. Empirically, most recent studies have successfully demonstrated that leadership style, motivation, and the work environment influence employee performance, both directly and indirectly. However, the majority of these studies were conducted in the private sector, educational institutions, or specific service organizations, each with distinct characteristics in terms of work structure and operational pressures. This situation limits the generalizability of the findings, particularly when applied to public organizations characterized by bureaucratic structures, high accountability demands, and strict procedural standards. Consequently, an empirical gap remains regarding how these relationships operate within government organizations focused on public service and risk management. From a theoretical perspective, although recent literature has pointed to more complex models—such as the mediating role of motivation and the interaction between leadership and the work environment—there is still no strong consensus on the dominant and consistent patterns in these relationships. Some studies identify leadership as a key factor, while others place motivation or the work environment as stronger determinants. These differing results highlight the need to re-examine the relationships among these variables in different organizational contexts to enrich theoretical understanding and clarify the limitations of applying organizational behavior theory. Therefore, this study aims to synthesize, test, and expand upon previous findings by presenting new empirical evidence from the Makassar Agricultural Quarantine Center, while addressing the gap between general theory and the operational realities of public organizations in a more comprehensive and relevant manner. The fourth section highlights the novelty

of this study, which lies in its integrated examination of the roles of leadership style, motivation, and work environment in shaping employee performance within a public organization characterized by strategic service functions and high work complexity—namely, the Makassar Agricultural Quarantine Center. Unlike previous studies, which were generally conducted in the private sector or in institutions with relatively homogeneous operational characteristics, this study presents a more specific empirical context: a government organization required to maintain service effectiveness, procedural compliance, and public accountability simultaneously. Another novelty lies in the treatment of motivation not only as an independent variable but also as an explanatory mechanism that mediates the influence of leadership style and work environment on employee performance, thereby providing a more comprehensive understanding of how performance is shaped within public organizations.

Based on the analysis of empirical and theoretical gaps in the previous section, the objective of this study is to empirically analyze the influence of leadership style, motivation, and work environment on employee performance, as well as to explain the role of motivation as a key psychological factor in enhancing performance at the Makassar Agricultural Quarantine Center. Thus, this study is expected to make a theoretical contribution by enriching the model of relationships among organizational behavior variables in the public sector, and a practical contribution by providing a basis for formulating more effective managerial policies to improve employee performance sustainably.

Literature Review

Employee Performance

Employee performance is a central concept in the study of management and organizational behavior because it reflects the extent to which individuals fulfill their roles, tasks, and responsibilities in accordance with organizational standards and objectives. Conceptually, employee performance is understood as a manifestation of observable, measurable work behavior, both in terms of work outcomes and the processes by which they are achieved. From a contemporary perspective, performance is not merely defined as quantitative output but also encompasses the quality of work behavior, consistency, and contributions to the organization's sustainability. Forson et al. (2021) assert that job performance reflects an employee's ability to channel their potential and energy into productive work activities, thereby making performance a key indicator of an individual's effectiveness within the organization. This perspective positions performance as a multidimensional construct that is inseparable from employees' attitudes, perceptions, and responses toward their work. In line with this, Gazi et al. (2024) define employee performance as a reflection of work behavior arising from employees' subjective evaluations of their work, which then manifests in discipline, responsibility, and adherence to operational standards. Thus, employee performance is not a purely mechanical concept but rather the result of a dynamic interaction between the individual and their organizational context. In recent literature, performance is also viewed as a measure of an organization's success in sustainably managing its human resources, as the aggregate of individual achievements determines the performance of work units and the organization as a whole. Consequently, employee performance serves as the intersection between individual interests and institutional goals, and forms the basis for managerial evaluation and strategic decision-making. This approach is reinforced by Asy'ari & Indiyati (2024), who view performance as an employee's ability to meet organizational expectations through consistent, purposeful work behavior aligned with role requirements. In other words, employee performance reflects the effectiveness of an individual's role within the broader organizational system. Performance is no longer treated as a static outcome but as a continuous process shaped by employees' internal and external dynamics. Employee performance is the result of the accumulation of daily work behaviors that reflect employees' levels of engagement, commitment, and alignment with organizational goals. This perspective emphasizes that performance must be viewed within a specific timeframe and evaluated periodically to capture changes in behavior and work achievements. Pratama et al. (2025) expand on this understanding by emphasizing that employee performance is measured not only through the completion of formal tasks but also through extra-role contributions that support the organization's social and operational effectiveness. In this context, performance serves as an indicator of an organization's adaptability and resilience in the face of environmental changes. Sismiati et al. (2025) add that employee performance is a construct

that reflects the quality of work relationships, compliance with rules, and the ability to maintain work standards over the long term. This perspective suggests that performance has a sustainability dimension, in which the consistency of work behavior is just as important as short-term achievements. In line with this approach, Ridwan et al. (2023) emphasize that employee performance can be understood as an individual's effectiveness in translating organizational roles into concrete actions that add value to the organization and its stakeholders. Support for this holistic view is also expressed by Korwa et al. (2024), who assert that improving employee performance must be understood as a process of continuous growth that simultaneously integrates behavioral, psychological, and work-functional dimensions—not merely the achievement of short-term targets.

Leadership Styles

Leadership style is the pattern of behavior, attitudes, and strategies a leader consistently employs to influence, direct, and coordinate members of an organization to achieve shared goals. In modern management studies, leadership style is understood not merely as a formal position or structural authority, but as a social and psychological process that shapes the relationship between leaders and followers. This perspective emphasizes that leadership effectiveness is largely determined by how a leader shapes interactions, gives meaning to work, and fosters engagement among organizational members. Qalati et al. (2022) explain that transformational leadership style, for example, operates through a leader's ability to inspire, provide a vision, and promote individual development, thereby positioning leadership as a catalyst for changes in work behavior. Within this framework, leadership is not monolithic but manifests in various forms—such as transformational, transactional, democratic, or strength-based—each with distinct characteristics and managerial implications. Baig et al. (2021) expand on this understanding by emphasizing that strength-based leadership styles focus on individuals' strengths, thereby positioning leadership as an empowering process that enables employees to reach their full potential. In line with this perspective, Basalamah (2023) asserts that transformational leadership not only functions as a mechanism of structural influence but also as a relational process capable of shaping work attitudes and psychological commitment among organizational members through the provision of inspiration, support, and clear direction, thereby reinforcing the understanding that leadership is a crucial foundation for building meaningful work relationships oriented toward human development. Leadership styles span a broad, complex spectrum and cannot be separated from an organization's psychological and cultural context. Baig et al. (2021) emphasize that the influence of leadership styles is often mediated or moderated by positive psychological factors, suggesting that leadership operates by shaping followers' mental and emotional states. This reaffirms that leadership styles are not merely surface-level actions but also touch upon internal dimensions of the individual, such as self-confidence, optimism, and the meaning of work. In a systematic review, Ar-Rasyi & Sopiah (2023) show that transformational and transactional leadership styles consistently emerge as dominant approaches in the literature; however, their effectiveness depends heavily on alignment with the organizational context and followers' characteristics. Research by Athapaththu & Rebecca (2025) reinforces this view by affirming that leadership styles play a crucial role in shaping the work climate and productivity, thereby establishing leadership as a key determinant in managing complex organizational dynamics. Furthermore, Jani & Suryadinata (2023) highlight that the democratic leadership style places participation, openness, and dialogue at its core, reflecting a paradigm shift from directive to collaborative leadership. This perspective aligns with the findings of Pratiwi & Jayadi (2025), who assert that leadership style not only directly affects work behavior but also shapes organizational values and norms through work culture.

Motivation

Motivation can be defined as the internal and external psychological forces that drive, direct, and sustain an individual's behavior toward achieving specific goals in a work context. In contemporary management and organizational psychology studies, motivation is understood not merely as a momentary impulse but as a dynamic process that influences the intensity, direction, and sustainability of an individual's efforts in performing their role. Layek & Koodamara (2024) explain that motivation comprises two main dimensions—intrinsic and extrinsic—that simultaneously shape an

individual's work behavior. Intrinsic motivation is rooted in internal satisfaction, such as the meaning of work, interest, and a sense of accomplishment. In contrast, extrinsic motivation is driven by external stimuli, such as rewards, recognition, and opportunities for development. This perspective positions motivation as a cognitive and affective mechanism that bridges personal needs with job demands. Furthermore, motivation is viewed as a crucial foundation for explaining why individuals with relatively similar capabilities may exhibit different levels of effort and perseverance. Asamani et al. (2025) expand on this understanding by emphasizing that employee motivation interacts with role clarity and resource availability; thus, motivation does not exist in isolation but is integrated into a broader work system. Within this framework, motivation is a psychological condition that enables individuals to interpret the work environment positively and to transform job demands into meaningful challenges. Recent developments in the literature also indicate that motivation is increasingly positioned as a key factor in the sustainability of work behavior and long-term achievement. Lukito et al. (2025) identify motivation as the primary determinant of sustainable performance, asserting that a stable level of motivation enables individuals to maintain the quality of their efforts and the consistency of their work behavior over the long term. This perspective shifts the understanding of motivation from merely an initial trigger for behavior to a psychological energy that sustains an individual's resilience in the face of pressure and change. In a broader context, Shahzad et al. (2025) demonstrate that sustainability-oriented human resource management practices can strengthen employee motivation by aligning personal values with organizational values, thereby framing motivation as a response to collective meaning and purpose. This underscores that motivation stems not only from individual interests but also from an individual's identification with the organization's social and environmental goals. In line with this, Erfan & Bakri (2025) emphasize that employee development strategies, such as training and continuous learning, play a crucial role in enhancing motivation by strengthening competencies and self-confidence. This perspective suggests that motivation is malleable and can be shaped through systematic managerial interventions.

Work Environment

The work environment is the totality of physical, social, and psychological conditions surrounding an individual while performing work activities, directly shaping their day-to-day work experience. In contemporary human resource management studies, the work environment is no longer understood merely as the physical space where work is performed but as a system integrating spatial layout, facilities, social relationships, and the psychological climate that influences how individuals work and interact. Faez et al. (2023) emphasize that the work environment encompasses the physical and social conditions that support comfort, safety, and the smooth flow of work activities, thereby enabling individuals to perform their tasks optimally. This perspective suggests that the work environment serves as a framework that allows individuals' potential to be effectively realized. Budie et al. (2019) deepen this understanding by emphasizing the importance of the physical aspects of the work environment—such as lighting, ventilation, spatial layout, and facility comfort—which are closely correlated with employee job satisfaction. In a needs-based approach, the physical work environment is viewed as fulfilling basic needs that enable individuals to concentrate and maintain quality of work. However, the work environment is not merely material; it also encompasses social and psychological dimensions that shape individuals' perceptions of their workplace. Faez et al. (2023) demonstrate that team support, communication quality, and interpersonal relationships in the work environment are key factors influencing employees' perceptions of their work. In line with this perspective, Jumady (2023) emphasizes that the work environment is an integral part of the organizational system that shapes the psychological climate, shared values, and patterns of work interaction; thus, the quality of the work environment not only determines physical comfort but also plays a role in fostering employees' positive perceptions of the organization and their work as a whole. The work environment plays a strategic role in shaping individuals' well-being and functioning within the organization. Gede & Huluka (2024) explain that a conducive work environment contributes to improved employee well-being, which is then reflected in more stable and adaptive work behavior. This perspective positions the work environment as a factor influencing individuals' affective and cognitive states; thus, it not only facilitates work but also shapes employees' emotional experiences. Eshete et al. (2025) expand

on this framework by demonstrating that workplace characteristics interact with an individual's personal traits in shaping work behavior and productivity. In other words, the workplace provides a context that can either strengthen or weaken an individual's potential, depending on the fit between environmental demands and personal characteristics. In a broader organizational context, Gede & Huluka (2024) emphasize that a supportive work environment fosters employee engagement, enthusiasm, dedication, and a sense of belonging to the organization. In this sense, the work environment serves as a social arena that shapes an individual's psychological attachment to their work. These findings align with the view that the work environment functions as the foundation for fostering a healthy and sustainable organizational climate.

H1: Leadership style has a positive and significant impact on employee performance at the Makassar Agricultural Quarantine Center.

H2: Motivation has a positive and significant effect on employee performance at the Makassar Agricultural Quarantine Center.

H3: The work environment has a positive and significant impact on employee performance at the Makassar Agricultural Quarantine Center.

Research Design and Methodology

Research Design

This study employs a causal research design using a quantitative approach to test the cause-and-effect relationship among leadership style, motivation, work environment, and employee performance. The causal design was chosen because this study focuses not only on describing phenomena but also on empirically testing the influences among variables and the model's ability to predict the structural relationships that emerge. Furthermore, this study is intended to contribute to theoretical development by testing a conceptual model with multiple endogenous variables. Given the model's complexity and its predictive objectives, this study employs a variance-based Structural Equation Modeling (SEM) approach, specifically Partial Least Squares (PLS), which is considered appropriate for analyzing causal relationships within predictive models.

Research Population and Sample

The population in this study consists of all employees working at the research site, namely the organization or agency where the research was conducted. This population was selected because all employees have a direct connection to the variables under study, particularly regarding leadership experience, levels of work motivation, perceptions of the work environment, and performance achievements. The sampling technique was tailored to the population's characteristics and the number of available respondents. In the context of PLS-SEM analysis, the sample size was determined by considering the number of indicators and structural paths in the research model, thereby ensuring sample adequacy for variance-based analysis. Thus, the sample used is expected to be representative of the population and to yield stable parameter estimates.

Data Collection Techniques and Instrument Development

Research data were collected using a survey method by distributing a structured questionnaire to respondents. The questionnaire was designed around indicators for each research construct: leadership style, motivation, work environment, and employee performance. The measurement instrument was developed by adapting the concepts and operational definitions of variables from relevant literature, thereby ensuring a strong theoretical foundation. The measurement scale used was a Likert scale with several rating levels, allowing respondents to rate the statements presented. Before the main analysis, the instrument was tested for validity and reliability during the measurement model phase to ensure that the indicators consistently and accurately measured the intended constructs.

Data Analysis Techniques

The data analysis technique used in this study was Partial Least Squares-Structural Equation Modeling (PLS-SEM), implemented using statistical software. PLS-SEM was chosen because it is a powerful analytical method in soft modeling, does not require the assumption of a normal data distribution, and is suitable for highly complex models and predictive purposes. The analysis was conducted in two main stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model). The evaluation of the outer model aimed to test the validity and reliability of the indicators through tests of convergent validity, discriminant validity, and construct reliability. Next, the inner model evaluation is performed to test the causal relationships among constructs by examining path coefficients, coefficients of determination, and the significance of relationships between variables.

Findings and Discussion

Findings

Validity and Reliability Tests

Measurement model analysis (outer model) aims to evaluate the construct variables under study, as well as the validity (accuracy) and reliability (consistency) of a variable. To determine whether an indicator of a construct variable is valid or invalid, one examines its outer loading value. If the outer loading value exceeds 0.4, the indicator is valid. The results of convergent validity indicate that, because the outer loading values for each indicator are greater than 0.4, all indicators are valid.

Discriminant validity aims to assess whether an indicator of a construct variable is valid or invalid; specifically, if the square root of the AVE value is greater than the highest correlation value between a variable and any other variable, then the variable has good discriminant validity (valid). The results show that the AVE value is greater than the correlation values, so the variables have good discriminant validity (valid). Internal Consistency Analysis: The test for internal consistency uses the Composite Reliability, with the criterion that a variable is considered reliable if the Composite Reliability is greater than 0.60. The results show that because the composite reliability exceeds 0.60, the variable is reliable for inclusion in the research model.

R-Square Test

Structural model analysis (or “inner model” analysis) aims to test research hypotheses. The components that need to be analyzed in a structural model are the coefficient of determination (R-squared) and hypothesis testing. The coefficient of determination (R-squared) is used to evaluate the accuracy of a model’s predictions. In other words, it is used to evaluate how variations in the dependent variable are influenced by variations in the independent variables in a path model.

Table 1. Coefficient of Determination (R-Square)

	R Square	R Square Adjusted
Employee Performance (Y)	0.757	0.733

Based on Table 1, the R-Square value for the Employee Performance variable is 0.733. This figure indicates that all the variables tested—namely, Leadership Style, Motivation, and Work Environment—simultaneously (collectively) account for 75.7% of the variation in the Employee Performance variable (Y). Meanwhile, the remaining 24.3% ($100 - 75.7 = 24.3\%$) is influenced by other variables outside this regression equation or by variables not examined in this study. Thus, based on these results, the research model demonstrates good goodness of fit.

Hypothesis Testing

Based on the data analysis conducted, the results can be used to test the hypotheses in this study. Hypothesis testing in this study was conducted by examining the T-statistics and P-values. The research hypotheses can be considered accepted if the P-values are less than 0.05. The following are the results of the hypothesis tests obtained in this study:

Table 2. T-Statistics Test Results and P-Values

			Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership Performance	Styles → Employee		0,214	0,217	0,220	0,971	0,332
Motivation → Lingkungan Kerja → Performance	Employee Performance		-0,171	-0,165	0,237	0,724	0,469
	Employee		0,841	0,842	0,164	5,135	0,000

Sumber: Output SmartPLS 3, data primer diolah, 2021

Based on Table 2, the hypothesis testing in this study is described in detail below:

Hypothesis 1: Leadership style has a positive and significant effect on employee performance

The first hypothesis states that Leadership Style (X1) has a positive and significant effect on Employee Performance (Y). Based on the test results using SmartPLS, the path coefficient value (original sample (O)) of 0.214, a t-statistic value (0.971) smaller than the critical t-value (1.690), and a p-value of $0.332 > \alpha = 0.05$; thus, it can be concluded that Leadership Style has a positive but insignificant effect on Employee Performance. Therefore, the first hypothesis is rejected.

Hypothesis 2: Motivation has a positive and significant effect on employee performance

The second hypothesis states that Motivation (X2) has a positive and significant effect on Employee Performance (Y). Based on the test results using SmartPLS, the path coefficient (original sample (O)) is -0.171, a t-statistic value (0.724) smaller than the critical t-value (1.690), and a p-value of $0.469 > \alpha = 0.05$. Therefore, it can be concluded that Motivation has a negative effect and does not significantly influence Employee Performance. Thus, the second hypothesis is rejected.

The third hypothesis states that the Work Environment (X3) has a positive and significant effect on Employee Performance (Y). Based on the test results using SmartPLS, the path coefficient value (original sample (O)) of 0.841, a t-statistic value (5.135) greater than the critical t-value (1.690), and a p-value of $0.000 < \alpha = 0.05$; thus, it can be concluded that the Work Environment has a positive and significant effect on Employee Performance. Therefore, the third hypothesis is accepted.

Discussion

The Effect of Leadership Style on Employee Performance

This discussion examines the influence of leadership style on employee performance at the Makassar Central Agricultural Quarantine Office, situating the research findings within an integrated conceptual, theoretical, and empirical framework. The analysis results show that leadership style does not have a significant effect on employee performance. These findings indicate that although the applied leadership style has a positive influence, its strength is not yet sufficient to drive tangible changes in employee behavior and performance outcomes. Empirically, this is reflected in the fact that employees have not yet been able to keep pace with work or leadership instructions consistently. Leadership styles—measured through indicators such as leadership strengths and capabilities, competence, assertiveness, self-confidence, and initiative—have not been optimally internalized in daily work practices. This indicates a gap between managers' leadership behaviors and employees' operational needs and work characteristics in that organizational environment.

From a conceptual perspective, leadership guides and aligns individual behavior with organizational goals. However, the effectiveness of this function depends heavily on the alignment of leadership styles with the organizational context and on followers' readiness. The findings of this study indicate that the leadership styles currently in use are not yet fully adapted to the working conditions, bureaucratic culture, and patterns of interaction that have developed at the Makassar Agricultural Quarantine Center. Consequently, leadership's instructions and guidance have not been effectively translated into productive work behavior. In this context, leadership is perceived more as a structural formality than as a substantive source of influence. This situation makes it clear that a

generic, contextually insensitive leadership style tends to have a limited impact on employee performance, even though it is normatively viewed as positive.

This finding aligns with situational leadership theory, which emphasizes that no single leadership style is most effective for all situations. This theory posits that leadership effectiveness is largely determined by the level of followers' readiness, capability, and willingness to carry out tasks. If leaders adopt a leadership style that is misaligned with employees' readiness levels, the impact of leadership on performance is limited. In the context of the Makassar Agricultural Quarantine Center, the lack of a significant effect of leadership style may indicate that the leadership approach used has not yet fully adapted to employees' characteristics and to work demands that are routine, procedural, and bound by strict regulations. The theoretical implications of these findings underscore that leadership must be understood as a contingency process, not merely a personal attribute of the leader. Therefore, improving employee performance requires leadership that is more adaptive, communicative, and contextual in order to bridge the gap between organizational needs and employee capabilities. Compared with previous research, the results of this study align closely with several studies indicating that leadership style does not always have a significant impact on employee performance, particularly when other variables play a more dominant role.

In the evolution of prior research, although many studies have positioned leadership as a key determinant of performance, more recent findings reveal patterns of influence that are not always consistent. Laksono & Iqbal (2020) clearly state that the influence of leadership style on performance is generally weak and inconsistent, whereas motivation exerts stronger direct and indirect effects on work behavior. These findings suggest that leadership is not always the primary factor explaining variation in employee performance, particularly when employees already possess strong intrinsic motivation to carry out their tasks. Similar results were reported by Rifaldi et al. (2019), who found that motivation is the dominant driver of performance compared with other organizational factors. In this context, leadership style does not emerge as a significant influence on employee performance, as work behavior is more determined by individual motivational strength. This finding suggests that in organizations with relatively stable, structured work systems, the influence of personal leadership may be limited.

The Effect of Motivation on Employee Performance

This discussion examines the influence of motivation on employee performance at the Makassar Agricultural Quarantine Center by systematically placing the research findings within conceptual, theoretical, and empirical frameworks. The results show that motivation does not significantly affect employee performance and may even have a negative impact. These findings indicate that employees' work motivation has not yet served as the primary driver of performance improvement. In fact, this condition is reflected in the respondents' perceptions, which reveal a lack of organizational appreciation for work achievements, particularly through awards or rewards. When employees do not feel that their efforts and contributions are recognized, their drive to improve the quality and intensity of their work weakens. Thus, motivation—which should serve as a psychological force driving performance—is not optimally activated in this organization.

From a conceptual perspective, motivation is understood as internal and external drives that prompt individuals to act, sustain effort, and direct work behavior toward goal attainment. If these drives are not supported by an organizational system that values achievement, motivation tends to weaken and fails to translate into performance. The findings of this study reveal a gap between employees' work efforts and the organization's response to those efforts. When employees perceive that good performance is not followed by appropriate recognition, the meaning of work diminishes and motivation loses its function as a driver of productive behavior. This condition explains why motivation in this study did not have a significant effect on employee performance, even though, normatively, motivation is often positioned as an important determinant of performance.

These findings align with expectancy theory, which emphasizes that individual motivation is highly dependent on the belief that one's efforts will lead to good performance and that valuable rewards will follow. Within this theoretical framework, motivation weakens when employees do not perceive a clear link between effort, performance, and rewards. In the context of the Makassar

Agricultural Quarantine Center, the lack of rewards or recognition for work achievements means employees do not have strong expectations that increased effort will bring personal benefits. The theoretical implications of these findings underscore that motivation is not automatic but rather depends heavily on the reward and recognition systems implemented by the organization. Therefore, motivation will only impact performance if the organization establishes a clear and fair link between performance and rewards. Compared with previous research, the findings of this study align with several studies showing that motivation does not always have a significant effect on employee performance; under certain conditions, it may even have a weak or negative effect. One relevant study is that by Laksono & Iqbal (2020), which reveals that the effect of motivation on performance is nuanced and not always direct. Their research explains that while motivation can influence performance, this influence is highly dependent on the presence of organizational mechanisms that translate motivation into actual work behavior. When an organization fails to provide an adequate system of rewards and recognition, individual motivation is often not effectively translated into improved performance. This finding reinforces the argument that motivation is not an independent determinant but rather a highly contextual factor. Another study in line with this is the research by Bakhri & Rizal (2021), which shows that in certain organizational contexts, the work environment has a stronger influence on performance than motivation. This finding indicates that motivation is not always the primary factor in explaining variations in employee performance, especially when working conditions, job security, and organizational support are more critical to sustaining performance.

In organizations characterized by bureaucracy and strict regulations, personal motivation is often overshadowed by administrative demands and structural obligations. Both of these studies support the findings of this research, which show that motivation does not have a significant effect on employee performance.

The Impact of the Work Environment on Employee Performance

This discussion provides a comprehensive analysis of the impact of the work environment on employee performance at the Makassar Agricultural Quarantine Center by situating the research findings within an interconnected conceptual, theoretical, and empirical framework. The research results show that the work environment has a positive and significant impact on employee performance. These findings indicate that the work environment, as perceived by employees, has been a key driver of performance improvement. The work environment in question includes the quality of inter-employee relationships, a conducive work atmosphere, the availability of work facilities, safety aspects, and adequate lighting. These conditions tangibly shape employees' daily work experiences and influence how they carry out their duties and responsibilities. Research findings show that when employees work in a supportive environment, they can increase the quantity and quality of their work, perform tasks more effectively, and demonstrate greater responsibility for the work they undertake.

Conceptually, the work environment is understood as the totality of physical and non-physical conditions surrounding an individual as they perform their work. A good work environment not only provides adequate facilities and infrastructure but also fosters a comfortable psychological atmosphere and harmonious social relationships. The findings of this study indicate that the work environment at the Makassar Agricultural Quarantine Center has fulfilled these functions, ensuring that employees feel safe, comfortable, and supported in their work. These conditions allow employees to focus on performing their duties without being distracted by unsupportive environmental factors. Thus, the work environment provides the context that enables employees' potential and abilities to be realized to the fullest through improved performance.

These findings align with theories of ergonomics and organizational behavior, which emphasize that a conducive work environment is a critical prerequisite for effective performance. These theories hold that physical conditions—such as work facilities, lighting, and safety—as well as social conditions—such as work relationships and organizational atmosphere—directly influence individuals' comfort, concentration, and well-being. When these basic needs are met, individuals can more easily achieve productive working conditions. In the context of the Makassar Agricultural Quarantine Center, an employee rating of the work environment as good indicates that the organization has successfully

created conditions that balance work demands with workplace comfort. The theoretical implications of these findings confirm that the work environment is not merely a supporting factor but a strategic element that directly shapes employee behavior and performance outcomes. Compared with previous research, the results of this study show strong alignment with those of Hilmaya et al. (2021), which identify the work environment as one of the key determinants of employee performance. In their study, Hilmaya et al. (2021) emphasized that performance is not solely the result of individual factors but rather the product of mutually interacting structural and psychological conditions, with the work environment playing a strategic role. A supportive work environment—both in physical and non-physical aspects—enables employees to work with greater focus, comfort, and stability, thereby directly contributing to increased productivity and work effectiveness. These findings align with this study's results, which show that a conducive work environment at the Makassar Agricultural Quarantine Center encourages employees to perform their duties more effectively and responsibly. The consistency of this study's findings is further supported by Bakhri & Rizal (2021), who found that the work environment has the greatest influence on employee performance among organizational factors. That study emphasized that aspects such as comfort, safety, the availability of facilities, and organizational support are key to sustaining employee performance over the long term. In public-sector organizations, the work environment is crucial because employees operate within a framework of relatively rigid regulations and procedures. When the work environment is perceived as safe and supportive, employees can still perform well even when other factors are not entirely optimal.

Conclusion

This study aims to analyze the role of leadership style, motivation, and the work environment on employee performance at the Makassar Agricultural Quarantine Center. In general, this study provides an empirical overview of how these organizational factors operate within a public institution characterized by bureaucracy and formal regulations. The findings indicate that the relationships among the variables under study are not uniform but are influenced by the organizational context and prevailing managerial practices. Leadership style and motivation do not always emerge as the primary determinants of performance, while the work environment plays a more consistent role in supporting employee performance. Overall, this study answers the research questions by demonstrating that the effectiveness of managerial factors depends heavily on how they are implemented and directly experienced by employees in their daily work.

In terms of academic and practical contributions, this study adds value by emphasizing that human resource management approaches in public sector organizations cannot be generalized to other sectors. The originality of this study lies in the simultaneous testing of leadership style, motivation, and the work environment within a single contextual empirical model, thereby enriching the literature on employee performance in government bureaucratic settings. From a practical and managerial perspective, the results of this study emphasize the importance of leadership's focus on creating a conducive work environment as the primary foundation for performance improvement. Furthermore, the findings suggest that leadership styles should be directed toward fostering initiative and providing clear direction, and that fair and transparent reward mechanisms must support motivation systems to function effectively in driving employee performance. Nevertheless, this study has several limitations that should be considered. This study was conducted within a single agency with specific organizational characteristics; therefore, the results cannot yet be generalized to all public-sector organizations. Furthermore, this study employs a quantitative approach using data based on respondents' perceptions, which may be influenced by individual subjectivity. Therefore, future research is recommended to expand the study's scope to include additional agencies or sectors and to combine quantitative and qualitative approaches to deepen understanding. Future researchers may also consider adding variables, such as organizational culture, reward systems, or organizational commitment, to enrich the analytical model and provide a more comprehensive picture of the factors influencing employee performance.

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