



# The Effect of Leadership Style and Work Environment on Performance with Work Motivation and Job Satisfaction As Intervening Variables at the Mentawai Islands Regional Secretariat

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## ABSTRACT

This study aims to examine the influence of leadership style and work environment on performance with work motivation and job satisfaction as an intervening variable at the Regional Secretariat of the Mentawai Islands Regency. The study population was 50 employees of the Regional Secretariat of Mentawai Regency. The sampling technique uses *random sampling*. The number of samples that can be used for analysis purposes are as many as 45 people. The hypothesis testing of the research is done by using path analysis statistical analysis techniques. The results of the study found that 1) The leadership style had a significant influence on employee job satisfaction. 2) The work environment has a significant influence on employee job. 3) The leadership style has a significant influence on employee motivation. 4) The work environment has a significant influence on employee motivation. 5) The leadership style has a significant influence on the performance of employees. 6) The work environment has a significant influence on the performance of employees. 7) Work motivation has a significant influence on the performance of employees. 8) Job satisfaction has a significant influence on employee performance. 9) Work motivation as an intervening variable gives a significant influence between leadership style and employee performance. 10) Work motivation as an intervening variable gives a significant influence between the work environment and employee performance. 11) Job satisfaction as an intervening variable gives a significant influence between leadership style and employee performance. 12) Job satisfaction as an intervening variable gives a significant influence between work environment and employee performance.

**Keywords:** performance, leadership style, work environment, work motivation, job satisfaction.

## INTRODUCTION

Civil servants are state apparatus that carry out government and development in an effort to achieve national goals. Human element is an important element, because humans always play an active role in an organization.

Human resources play a very important and strategic role to achieve organizational goals in the government environment, this is because humans become planners, actors, and determinants of the realization of the goals of the organization even though the infrastructure and other resources are sufficient. Therefore, so that the implementation of organizational tasks in the government environment can run effectively, efficiently and optimally, it is required that human resource development is planned and sustainable so that it will get

competent, professional human resources who are able to have high quality performance in accordance with the demands of the organization and expected can be a role model for other communities.

In order to achieve the goals of an organization in the environment, good employee performance is needed. A performance can be said to be good if in carrying out the work to get the results that are in accordance with the goals both in quality, quantity and time in accordance with predetermined targets.

The Mentawai Islands Regional Secretariat as an institution that has the task of assisting the Bupati in carrying out his duties as the administration of government, both in terms of administrative, organizational and administrative duties and providing administrative services to all other Mentawai Islands District officials, is formed based on the Regency Regulations. Mentawai Number 13 of 2011, regarding the Organization of the Regional Secretariat and the Secretariat of the Regional People's Representative Council of the Mentawai Islands Regency and the Mentawai Regent Regulation Number 10 of 2011 dated June 13, 2011 concerning the Description of Main Tasks, Functions and Work Procedures of the Mentawai Islands Regency Secretariat.

The Regency Secretariat of the Mentawai Islands consists of several parts, namely the General Government Administration Section, Legal Section, Public Relations and Protocol Section, Economic Administration Section, Development Administration Section, People's Welfare Administration Section, General Section, Organization Section, Electronic Data Processing Section and Satelda ( PDE), each of which is supervised by an Assistant, namely the Government Assistant (Assistant I), Assistant to the Economy and Development (Assistant II), General Administrative Assistant (Assistant III).

Based on preliminary data obtained by researchers when conducting initial research at the Mentawai Regency Regional Secretariat, several problems were found in employee performance within the Mentawai Islands Regency Regional Secretariat. This is indicated by the existence of work targets that have not been fully realized. To find out the problem of employee performance in the Regional Secretariat of the Mentawai Islands Regency can be seen in the table below.

**Tabel 1.1**  
**Permasalahan Kinerja Pegawai di Sekretariat Daerah**  
**Kabupaten Mentawai**

No	Sasaran Strategis	Indikator Kinerja	Satuan (% Dokumen, org, Unit)	Target 2017	Realisasi 2017	Persentase capaian tahun 2017
1	Bagian administrasi kesejahteraan rakyat	Terlaksananya Koordinasi dan Pembinaan Organisasi Kemasyarakatan	Kali	6	4	67%
2	Bagian umum	Terselenggaranya Dialog dengan Tokoh Masyarakat, Organisasi Sosial	Kali	37	20	54%
3	Bagian organisasi	Terlaksananya Penyusunan Standar Pelayanan Minimal	SPM	3	1	33%

Sumber: Laporan Akuntabilitas Kinerja Instansi Pemerintah (LAKIP) Sekretariat Daerah Kabupaten Kepulauan Mentawai Tahun 2017.

Based on the table above, it can be concluded that the performance of employees in the Regional Secretariat of the Mentawai Islands Regency still has not reached the set target. The

low performance of employees is thought to be due to leadership, work environment, work motivation and job satisfaction .

Leadership is the main key in management that plays an important and strategic role in the survival of a company. Each leader is obliged to give serious attention to fostering, mobilizing and directing all potential employees in the environment so that the work volume and workload are aimed at the goal (Sukarno, 2002: 87). Leaders need to do serious coaching for employees in their environment in order to increase job satisfaction, work motivation and high performance.

Leadership style is a way used by a leader in influencing the behavior of others. The frequent rotation in the Mentawai Islands Regency Government environment also leads to changes in leadership style and changes in policies implemented. Conformity between leadership style, norms and organizational culture is seen as a key prerequisite for successful achievement of organizational goals (Yukl, 2001: 148).

In addition to leadership style, work motivation can also affect performance as revealed by Kreitner and Kinicki (2001: 205) work motivation can certainly affect performance though, not the only factor that shapes performance. In improving performance employee, work motivation factors from superiors are very important. Motivation encourages someone to carry out activities to get the best results.

Another factor that also influences employee performance is the work environment. Provision of a comfortable work environment will be able to provide satisfaction to employees on the work done and provide a deep impression for employees who in the end employees will have good performance and certainly can improve their performance (Ginanjari, 2013: 2).

Job satisfaction is also one of the factors that can affect performance. According to Gibson (2000: 110) clearly illustrates the reciprocal relationship between job satisfaction and performance. Job satisfaction also shows a match between someone's expectations that arise and the rewards provided by the job.

Based on initial research in the field, the job satisfaction of the employees of the Regional Secretariat of the Mentawai Islands Regency is still lacking, this can be seen from the lack of intensive employees in the office, lack of motivation of employees in carrying out their work.

### **Research Method**

Type of Research is associative descriptive. Descriptive is one form of research that aims to describe the events or events of the variables in the study. Associative research aims to find whether or not there is a relationship or influence between one variable with another variable and the significance level between independent variables and dependent variables. This study focused on the influence of leadership style and work environment on performance with work motivation and job satisfaction as intervening variables in the Mentawai District Regional Secretariat.

The object of research is employees who work in the Mentawai District Secretariat relating to leadership style, work environment to employee performance with work motivation and job satisfaction as intervening variables.

The population is 50 employees of the Regional Secretariat of Mentawai Regency. For determining the sample in this study using a *random sampling technique*. The type of data collected in this study was taken from two sources, namely primary data and secondary data. The method of collecting data is the instrument for collecting data using a questionnaire. To measure the variables needed an instrument where in this study used a Likert scale.

## RESULTS AND DISCUSSION

Several statistical analysis techniques used were descriptive statistics, validity tests, reliability tests, classic assumption tests, and proof of each hypothesis using path analysis.

### Descriptive Statistics

In this study there were 45 respondents. Age of respondents was 28 people (62.2%) who were female and 17 people (37.8%) were male. as many as 5 respondents (11.1%) aged 20-30 years, as many as 17 respondents (37.8%) aged 31-40 years, as many as 15 respondents (33.3%) aged 4-50 years and as many as 8 Respondents (17.8%) were > 50 years old. Based on the education of the respondents as many as 3 respondents (6.7%) with high school education, as many as 7 respondents (15.6%) educated academics / diplomas, 29 respondents (64.4%) had S1 education and as many as 6 respondents (13, 3%) have S2 education.

### Description of Respondents' Answers

The average value of the leadership style variable for the 9 questions of the leadership style is 3.74. The highest average value is 3.89 with the level of achievement of respondents of 78.22% which is located in statements 1 and 7 in the sufficient category. It gives an indication that the employee agrees that the rules regarding the work are explicitly and unilaterally determined by the leadership and the leader giving full freedom to his employees in making decisions.

While the lowest average value lies in statement 4 of 3.56 with the achievement rate of respondents of 71.11% in the sufficient category. This gives an indication that the leader encourages his employees without interfering with work.

The average score for the leadership style variable is 3.74 with the respondent's achievement level of 74.81% facing the sufficient category. This means that the employees of the Mentawai Islands District Secretariat feel that the leadership style has provided benefits.

The highest average work environment value is 3.64 with the respondent's achievement level of 72.8% which is located in statement 3 in the sufficient category. It gives an indication that the equipment provided by the organization is quite in accordance with what is needed by the employee.

While the lowest average value lies in statement 1 of 3.27 with the achievement rate of respondents of 65.33% in the sufficient category. This gives an indication that the layout of the work equipment has not been located in its place.

The average score for the work environment variable is 3.54 with the respondent's achievement level of 74.74% facing the sufficient category. This means that the employees of the Mentawai Islands District Secretariat feel that the work environment is sufficient to support employees in carrying out their work.

The lowest average value of work motivation lies in statement 2 of 3.29 with the level of achievement of respondents of 65.78% in the sufficient category. This gives an indication that employees are quite careful in doing work.

The average score for the work motivation variable is 3.88 with the respondent's achievement level of 77.68% in the sufficient category. This means that the employees of the Mentawai Islands District Secretariat feel that employees' work motivation is good enough.

The highest average value of job satisfaction 3.51 with the respondent's achievement level of 77.78% which is located in statement 9 is in the sufficient category. This gives an indication that working in the district government is sufficient in accordance with the wishes of employees to develop careers.

While the lowest average value lies in statements 2 and 7 of 3.56 with the respondent's achievement level of 71.11% in the sufficient category. This gives an indication that the payroll system is quite in accordance with the wishes of the employee and the leader is sufficient to provide time to discuss the work problems faced by employees.

The average score for the job satisfaction variable is 3.62 with the respondent's achievement level of 72.40% facing the sufficient category. This means that the staff of the Mentawai Islands Regency Secretariat are quite satisfied with working in this organization.

The average value of the performance variables for the 12 performance questions, the highest average value of 4.11 with the respondent's achievement level of 82.22%, which is located in statement 2 is in the good category. It gives an indication that the work results of employees are in accordance with the standards set.

While the lowest average value lies in statements 9 and 12 of 3.69 with the level of achievement of respondents of 73.78% in the sufficient category. This gives an indication that employees ask supervisors or leaders to correct work results, so that mistakes do not occur and carry out the work quite carefully so that there are no errors that harm the organization. The average score for the performance variable is 3.90 with the respondent's achievement level of 78.04% facing the sufficient category. This means that the performance of the employees of the Regional Secretariat of the Mentawai Islands Regency is quite satisfying.

### **Test Reliability and Test Validity**

Based on the results of the analysis of validity and reliability on the leadership style variable that the nine questions used to measure leadership style variables are valid. This is because the statement item in its entirety already has a *corrected item total correlation value* above 0.30, so that the question can be made as a study review.

Based on the results of the analysis of validity and reliability on variables used to measure work environment variables is valid. This is because the whole statement item already has a *corrected item total correlation value* above 0.30. Except for statement number 8 with a value of 0.167 it is invalid, so the question cannot be taken as a study of research.

Based on the results of validity and reliability analysis on work motivation variables that the thirteen questions used to measure work motivation variables are valid. This is because the whole statement item has a *corrected item total correlation value* above 0.30. Except for statement number 8 with a value of 0.272 it is invalid, so the question cannot be taken as a study of research.

Based on the results of the analysis of validity and reliability on the performance variable, the twelve questions used to measure the working papal variables are valid. This is because the whole statement item has a *corrected item total correlation value* above 0.30.

### Classical Assumption

Test Normality Test can be seen that in the regression model, the residual confounding variable has a normal distribution. This can be seen from the results of the sig variable leadership style value (X1) is  $0.798 > 0.05$ ; work environment variable (X2) is  $0.761 > 0.05$ ; Work motivation variable (X3) is  $0.691 > 0.05$ ; Work motivation variable (Z) is  $0.365 > 0.05$  and Performance variable (Y) is  $0.985 > 0.05$ . So it was concluded that for the variables of leadership style, work environment, work motivation, job satisfaction and performance were normally distributed.

Linearity test is conducted to find out whether two variables have a linear or insignificant relationship and also as a requirement in correlation or regression analysis, if the significance level between two variables is less than 0.05, it is said to have a linear relationship. that the significant value of  $X_1$  to Y is 0.752, because the significance is greater than 0.05, it can be concluded that between leadership style variables (X1) on performance (Y) there is a linear relationship. the significant value in  $X_2$  to Y is 0.069, because the significance is less than 0.05, it can be concluded that between work environment variables ( $X_2$ ) on performance (Y) there is a linear relationship. Significant value in  $X_2$  towards Y is 0.118, because the significance is greater than 0.05, it can be concluded that between work motivation variables ( $X_3$ ) on performance (Y) there is a linear relationship.

### Multicollinearity Test

test is a way to detect the presence or absence of multicollinearity in the regression model through value *tolerance* and *variance inflation factor* (VIF). The *cut-off value* that is commonly used to indicate the presence of multicollinearity is the tolerance value  $\geq 0.10$  or equal to the VIF value of  $\geq 1.0$ .

From the Multicolony test obtained:

- a. Leadership style variable (X1), Tolerance value = 0.728; and VIF = 1,374. Then it can be concluded that this variable does not occur multicollinearity.
- b. Work Environment Variable (X2), Tolerance value = 0.754; and VIF = 1,326. Then it can be concluded that this variable does not occur multicollinearity.
- c. Work motivation variable (X2), tolerance value = 0.761; and VIF = 1,314. Then it can be concluded that this variable does not occur Multicollinearity
- d. Variable job satisfaction (I), Tolerance value = 0.700; and VIF = 1,428. Then it can be concluded that this variable does not occur multicollinearity.

### Heteroscedasticity

Test This test compares significantly from this test, if it is significant above 5%, it can be concluded that the regression model does not contain any heteroscedasticity. The regression model used in this study is free from heteroscedasticity.

### Path Analysis

Simultaneously the work environment and leadership style have a positive and significant effect on employee work motivation. The magnitude of the simultaneous influence is 0.216 or rounded to 21.6% is a contribution from the variables of the work environment and leadership style on work motivation. While the remaining 78.4% are influenced by other factors outside

the model. And from the value of  $R^2$  (R Square), obtained  $e1$  by means of  $e1 = \sqrt{1 - 0.216} = 0.885$ . The results of model I path analysis

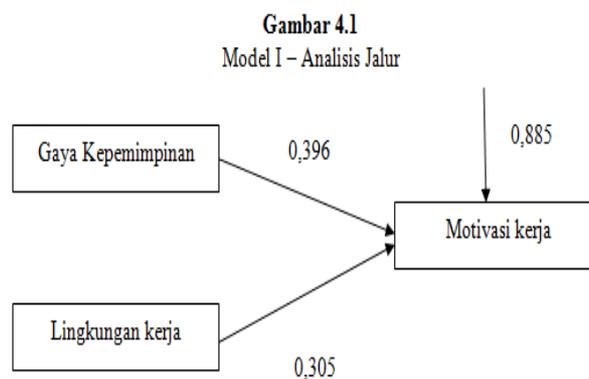
Significant value of leadership style variables ( $X_1$ ) = 0.006 < 0.05, This means that leadership style ( $X_1$ ) has a significant effect on work motivation ( $X_3$ ). While the work environment variable ( $X_2$ ) = 0.032 < 0.05 which means the work environment ( $X_2$ ) has a significant effect on work motivation ( $X_3$ ).

Based on the results above, the structural equation is obtained:

$$X_3 = 28,570 + 0,388.X_1 + 0,247.X_2$$

This model is significant because p value = 0,006, smaller than  $\alpha$  0,05

From the processing of the data above, it can be obtained Path Chart Model I, as follows:



The statistical calculation in multiple linear regression analysis used in this study is to use the IBM SPSS computer program ver. 17 .0. Simultaneously the work environment, leadership style and work motivation have a positive and significant effect on employee job satisfaction. The magnitude of the simultaneous influence is 0.300 which gives the meaning that the contribution of variables  $X_1$ ,  $X_2$  and  $X_3$  to  $Y$  is 30% and the remaining 70% is a contribution from other variables not included in the study. And from the value of  $R^2$  (R Square), obtained  $e1$  by means of  $e1 = \sqrt{1 - 0.300} = 0.837$ .

Based on the table above, it was found that the significance value of leadership style variable ( $X_1$ ) = 0.028 < 0.05, this means that leadership style ( $X_1$ ) has a significant effect on job satisfaction ( $Y$ ). Work environment variable ( $X_2$ ) = 0.013 > 0.05 which means work environment ( $X_2$ ) has a significant effect on job satisfaction ( $y$ ). While the work motivation variable ( $X_3$ ) = 0.255 > 0.05 which means job satisfaction ( $X_2$ ) does not have a significant effect on job satisfaction ( $Y$ ).

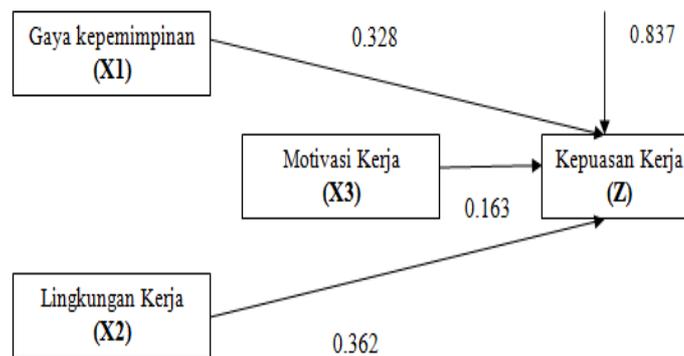
Based on the above results, the obtained structure equation is:

$$Y = 2,129 + 0,345.X_1 + 0,114X_2 + 0,175X_3$$

model is significant because the p value = 0.002, smaller than  $\alpha$  0.05

From the above data processing can be obtained Path Diagram Model III, as follows:

**Gambar 4.2**  
Model II – Analisis Jalur



Simultaneous work environment, leadership style and work motivation have a positive and significant effect on employee performance. The magnitude of the simultaneous influence is 0.465 which gives the meaning that the contribution of variables X1, X2 and X3 to Y is 46.5% and the remaining 53.5% is the contribution of other variables not included in the study. And from the value of  $R^2$  (R Square), obtained  $e1 = \sqrt{1 - 0,465} = 0.731$ .

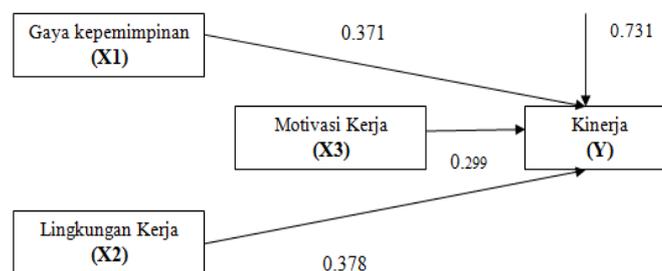
Based on the table above, it was found that the significance value of leadership style variable ( $X_1$ ) = 0.005 < 0.05, this means that leadership style ( $X_1$ ) has a significant effect on performance ( $Z$ ). Work environment variable ( $X_2$ ) = 0.003 > 0.05 which means work environment ( $X_2$ ) has a significant effect on performance ( $Z$ ). While the work motivation variable ( $X_3$ ) = 0.026 > 0.05 has a significant effect on performance ( $Y$ ). Based on the results above, the structural equation is obtained:

$$Y = -3,782 + 0,447.X_1 + 0,3764X_2 + 0,368X_3$$

This model is significant because p value = 0,000, smaller than  $\alpha$  0,05

From processing the data above then can be obtained Path Model Diagram I, as follows:

**Gambar 4.3**  
Model III – Analisis Jalur



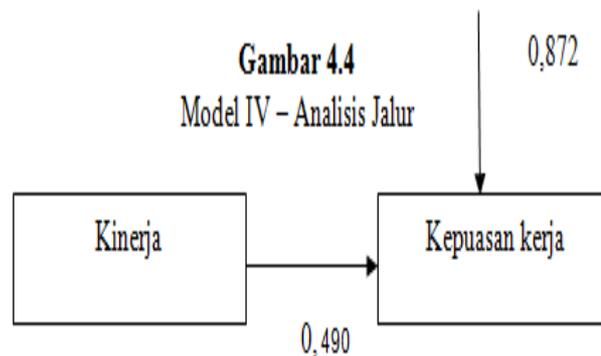
Simultaneous job satisfaction has a positive and significant effect on employee performance. The magnitude of the simultaneous influence is 0.240 which gives the meaning that the contribution of variable Y to Z is 24% and the remaining 76% is a contribution from other variables not included in the study. And from the value of  $R^2$  (R Square), obtained  $e2 = \sqrt{1 - 0.240} = 0.872$ .

Based on the table above, it was obtained that the significance value of the three variables, namely performance (Y) = 0,000 <0.05. This means that performance (Y) has a significant effect on job satisfaction (Z). Based on the results above, the structural equation is obtained:

$$Z = 16,383 + 0,427Y$$

This model is significant because p value = 0,001, smaller than  $\alpha$  0,05

From the processing of the data above, it can be obtained Path Model Diagram IV, as follows:



### Test Results Hypotheses

From the two path analysis models, the authors obtain an analysis of the results of the hypothesis for this study, namely:

1. Analysis of the influence of leadership style (X<sub>1</sub>) on job satisfaction (Y);  
From the analysis of the above variables that the value of the leadership style variable (X<sub>1</sub>) = 0.028 <0.05. This means that leadership style (X<sub>1</sub>) has a significant effect on job satisfaction (Y).
2. Analysis of the influence of the work environment (X<sub>2</sub>) on work kepuasan (Y).  
From the analysis of the above variables that the value of the working environment variable (X<sub>2</sub>) = 0.013 <0.05. This means that the work environment (X<sub>2</sub>) has a significant effect on job satisfaction (Y)
3. Analysis of the influence of leadership style variables on work motivation (X<sub>3</sub>).  
From the analysis of the variables above, the values obtained for the performance variable (Y) = 0.006 <0.05. This means that the leadership style (X<sub>1</sub>) has a significant effect on work motivation (X<sub>3</sub>).
4. Analysis of the influence of the work environment (X<sub>2</sub>) on work motivation (X<sub>3</sub>).  
From the analysis of the above variables that the value of the work environment variable (X<sub>1</sub>) = 0.032 <0.05. This means that the work environment (X<sub>2</sub>) has a significant effect on work motivation (X<sub>3</sub>).
5. Analysis of the effect of leadership style variables (X<sub>1</sub>) on performance (Y).  
From the analysis of the above variables that the value of the leadership style variable (X<sub>obtained2</sub>) = 0.005 = 0.05 is. This means that the leadership style (X<sub>1</sub>) has a significant effect on performance (Y).
6. Analysis of the effect of work environment variables (X<sub>2</sub>) on performance (Y).  
From the analysis of the above variables that the value of the working environment variable (X<sub>obtained2</sub>) = 0.003 = 0.05 is. This means that the leadership style (X<sub>1</sub>) has a significant effect on performance (Y).
7. Analysis of the effect of work motivation variables (X<sub>3</sub>) on performance (Y).

From the analysis of the variables above that the value of work motivation variable ( $X_{obtained2}$ ) = 0.026 = 0.05 is. This means that work motivation ( $X_1$ ) has a significant effect on performance (Y).

8. Analysis of the effect of job satisfaction variable (Y) on performance (Z).

From the analysis of the variables above that the value of the variable job satisfaction ( $X_{obtained2}$ ) = 0.001 = 0.05 is. This means that job satisfaction (Y) has a significant effect on performance (Z).

9. Analysis of the influence of leadership style ( $X_1$ ) through work motivation ( $X_3$ ) on performance (Z).

From the analysis of the variables above, the direct influence given by the leadership style variable ( $X_1$ ) on performance (Z) is 0.371. While the indirect effect given  $X_1$  through Y to  $X_3$  is the multiplication between the value of beta  $X_1$  to Y with the beta value  $X_1$  to Y which is =  $0.371 \times 0.299 = 0.110$ . Then the total influence given by the leadership style ( $X_1$ ) on performance (Z) is =  $0.371 + 0.110 = 0.481$ . Based on the results of this calculation, it is known that the direct effect value is 0.371 and the indirect effect value is 0.110, which means that the direct influence value is greater than the indirect influence value. These results indicate that direct leadership style ( $X_1$ ) through motivation ( $X_3$ ) has a significant effect on performance (Z).

10. Analysis of the effect of work environment ( $X_2$ ) through work motivation ( $X_3$ ) on performance (Z).

From the analysis of the variables above, the direct effect given by the work environment variable ( $X_2$ ) on performance (Z) is 0.378. Whereas the indirect effect given  $X_2$  through Y to  $X_3$  is the multiplication between beta value  $X_2$  to Z with beta Z value to  $X_3$  which is =  $0.378 \times 0.299 = 0.113$ . Then the total effect given by the work environment ( $X_1$ ) on performance (Z) is =  $0.378 + 0.113 = 0.491$ . Based on the results of this calculation, it is known that the direct effect value is 0.378 and the indirect effect value is 0.113, which means that the direct influence value is greater than the indirect effect value. These results indicate that directly the work environment ( $X_1$ ) through work motivation ( $X_3$ ) has a significant influence on performance (Z).

11. Analysis of the influence of leadership style ( $X_1$ ) through job satisfaction (Y) on performance (Z).

From the analysis of the variables above, the direct influence given by the leadership style variable ( $X_1$ ) on performance (Z) is 0.371. While the indirect effect given  $X_1$  through Y to Z is the multiplication between the value of beta  $X_1$  to Z with the value of beta Z to Z that is =  $0.371 \times 0.490 = 0.182$ . So the total influence given by the work environment ( $X_1$ ) on performance (Z) is =  $0.371 + 0.182 = 0.553$ . Based on the results of this calculation, it is known that the direct effect value is 0.371 and the indirect effect value is 0.182, which means that the direct influence value is greater than the indirect influence value. These results indicate that direct leadership style ( $X_1$ ) through job satisfaction (Y) has a significant influence on performance (Z).

12. Analysis of the influence of the work environment ( $X_2$ ) through job satisfaction (Y) on performance (Z).

From the analysis of the variables above, the direct effect given by the work environment variable ( $X_2$ ) on performance (Z) is 0.378. While the indirect effect given  $X_2$  through Y to Z is the multiplication of the beta value  $X_2$  to Z with the beta value  $X_2$  to Z which is =  $0.378 \times 0.490 = 0.185$ . Then the total effect given by the work environment ( $X_2$ ) on performance (Z) is =  $0.378 + 0.185 = 0.563$ . Based on the results of this calculation, it is known that the direct effect value is 0.378 and the indirect effect value is 0.185, which means that the direct influence value is greater than the indirect effect value. These results indicate that directly the work environment ( $X_1$ ) through job satisfaction (Y) has a significant effect on performance (Z).

## CONCLUSION

Based on the results of testing and discussion of the hypotheses, leadership

1. style has a significant influence on job satisfaction employees in the Regional Secretariat of the Mentawai Islands Regency.
2. The work environment has a significant influence on job satisfaction employees in the Regional Secretariat of the Mentawai Islands Regency.
3. The leadership style has a significant influence on employee work motivation in the Regional Secretariat of the Mentawai Islands Regency.
4. The work environment has a significant effect on employee motivation at the Mentawai Islands Regency Regional Secretariat.
5. The leadership style has a significant influence on employee performance in the Regional Secretariat of the Mentawai Islands Regency.
6. The work environment has a significant influence on the performance of employees in the Regional Secretariat of the Mentawai Islands Regency.
7. Work motivation has a significant influence on employee performance in the Mentawai Islands Regency Regional Secretariat.
8. Job satisfaction has a significant influence on employee performance in the Regional Secretariat of the Mentawai Islands Regency.
9. Work motivation as an intervening variable gives a significant influence between leadership style and employee performance in the Regional Secretariat of the Mentawai Islands Regency.
10. Work motivation as an intervening variable gives a significant influence between the work environment and employee performance in the Mentawai Islands Regency Regional Secretariat.
11. Job satisfaction as an intervening variable gives a significant influence between leadership style and employee performance in the Mentawai Islands District Secretariat.
12. Job satisfaction as an intervening variable provides a significant influence between work environment and employee performance in the Mentawai District Regional Secretariat.

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