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RESEARCH ARTICLE

THE EFFECT OF LEADERSHIP, WORK MOTIVATION, WORK ENVIRONMENT TOWARD EMPLOYEES' PERFORMANCE.

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Abstract

According on the data secondary of PT XYZ in 2014 - 2016 average percentage employees' performance was decreased around 7% and based on research studied pursued into three (3) the dominant factors that affect to employees' performance (Y) is that leadership (X_1), work motivation (X_2) and work environment (X_3). The purpose of this study is to answer about the influence of leadership, work motivation, work environment toward employees' performance. This population in this research is 100 with a total of 80 samples that are used PT XYZ employees. Data collection techniques are observation, interviews and questionnaire; the technique of data analysis used is multiple linear regressions using SPSS version 22 program. Results of hypothesis testing shows that the variables: 1) Leadership has positive and significant influence on employees' performance, 2) Work motivation has positive and significant influence on employees' performance, 3) Work environment has a positive and significant influence on employees' performance, 4). Leadership, work environment, work motivation simultaneously has a positive and significant influence on employees' performance. This study concluded that the employees' performance can be improved by enhancing the leadership, work motivation and work environment. This research could become a reference for PT XYZ to enhance the officials' performances. The leaders at PT XYZ should be able to reflect the attitude of a leader and motivation on employee performance will effect positive if any availability of facilities and adequate working facilities and the creation of a working relationship between employees and leadership will help improve the performance of employees then it came to pass increase of employee performance at PT XYZ, Jakarta, Indonesia.

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Introduction:-

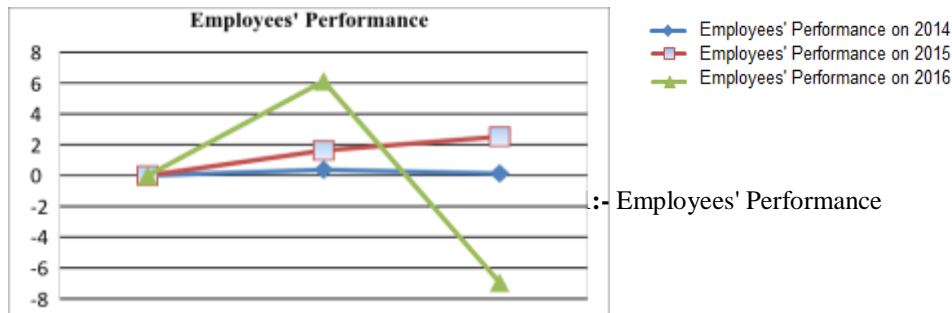
In an enterprise, human resources plays a very important in order to achieve success and goals of an enterprise, human resources support company with the work, talent, and encouragement has. PT XYZ is a pharmaceutical company in Indonesia, which always put the patient's recovery and enforces regulations that are set to maintain the company's performance and improve individual performance. Based on information obtained from the human resources PT XYZ in the year 2014 - 2016 was known that the performance of individuals declined by an average of

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7%. Based on previous research related to the researchers pursuing of the many factors that affect the performance of individuals into five factors by interviewing the manager of parts human resources division, after the researchers survey before doing the research with questionnaires distributed evenly by demographics and produced three (3) the dominant factor. The dominant factors are leadership, motivation and work environment.

Dominant factor in the decrease of the level of leadership that should be the figure for employees as well as employee motivation will increase if the relationship between employees and leaders goes well facilitated by the work environment adequate and comfortable for all employees of PT XYZ. Employee performance in 2014, there was no increase or decrease of the performance of employees in 2015 there was an increase of 3% for the performance of employees and in 2016 a decline around 7% of the employee's performance. This is shown in Figure 1 below:



Review of Related Literature:-

Leadership:-

Definition of leadership used in the present study is the process (act) of influencing the activities of an organized group in its efforts toward goal setting and goal achievement (Stogdill, 1950:14). The relationship that evolves between the leader and the follower is based on bargaining exchange or reward systems (Bass, 1985 Bass and Avolio, 1993: 80). An avoidant leaders may either not Intervene in the work affairs of subordinates or may completely avoid responsibilities as a superior and is unlikely to put in the effort to build a relationship with them dissatisfaction, unproductiveness and ineffectiveness (Deluga, 1992:47).

Work Motivation:-

(Roy, 2001:32) defined work motivation as a process of energizing employees to the work goals through a specific path. The need for motivation at work is borne, mainly, out of its perceived impact on work performance. (Hannagan, 1995:264) also corroborated this by emphasizing that the key to effective work performance lies in an understanding of human motivation because, according to (Linder, 1998:1605), motivated employees are more productive and help the organization to survive so (Armstrong, 2012:567) defines motivation as the force that energizes, directs, and sustains behavior. It is concerned with the strength and direction of behavior, and the factors that influence people to behave in certain ways.

Work Environment:-

Within organization, growing niche often individuals to do as they perceive the situation demands they should (Bughenhagen and Barbuto, 2012:267; Liden and Antonakis, 2009:267) suggested that an employee's perceptions about an organization and his / her work environment may impact levels of interest in developmental activities within an organization (Hackman and Oldham, 1980; Weick, 1979; Maurer et al., 2003:330). For example (Maurer and Barbeite 2003:724) found that the intention and willingness of employees to participate in developmental activities may be influenced by employee perceptions of supervisory and organizational support for development and assessments as to how development will affect career paths.

Employees' Performance:-

Performance aspects needing to be measured from subordinates include: team work quality; creativity in problem solving; and work discipline. Together, the five are used as measures of work performance. Thus the additional the success of a project is usually stated in terms of meeting the three major objectives: 1) completion on time, 2) completion within budget, 3) completion at the desired level of quality or technical specification (Tukel and Rom, 2001; Xiao and Proverbs, 2003: 400). When people have to coordinate and work together as a team hence teamwork

and work discipline are the important qualities they should occupy (Sanvido et al., 1992; Nguyen et al., 2004: 111). (Atkinson, 1999: 337). Reviews these three criteria called the "iron triangle" or "golden triangle". While other definitions on project success have been proffered, the iron triangle is ubiquitous.

Research Method:-

Descriptive type of research is to explain the influence/ relationship between the model and using quantitative methods. The study was conducted at PT XYZ. The total population is 100 employees and is based on the Slovin's formula are 80 employees with proportional random sampling method. Data collection techniques are with methods of questionnaires. Based on the test instrument is test validity and reliability, the result of measuring instruments used were questionnaires are valid and reliable. Hypothesis test (F test and t-test) was done after successfully through the classical assumption that multicollinearity, heteroskedasticity, normality and autocorrelation. The method of analysis using multiple linear analysis. Calculation of the correlation coefficient and the technique of testing done are with the help of a computer via an application program SPSS 22.

Research Model:-

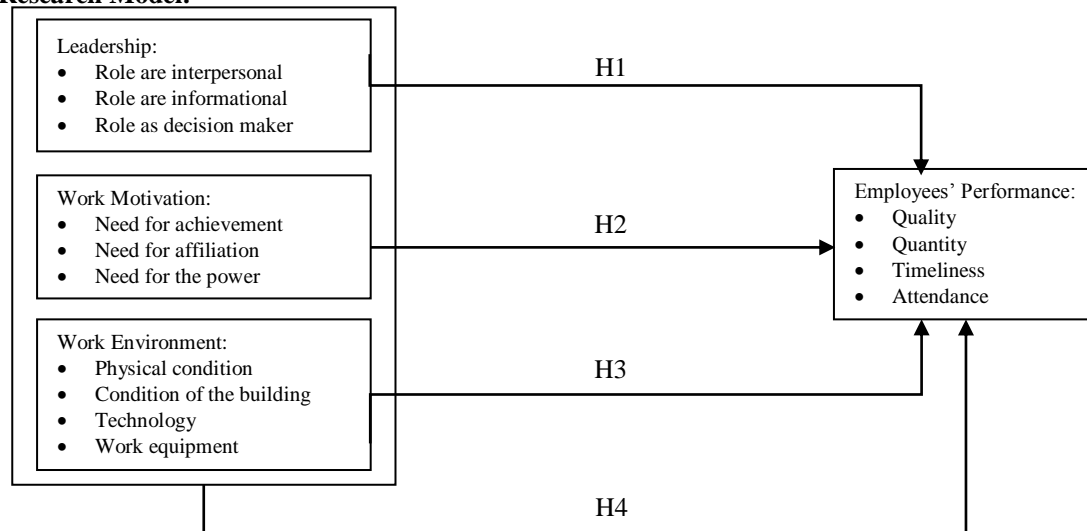


Figure 2:- Conceptual Model

Hypothesis:-

The hypothesis of this study is as follows:

H1: Leadership significant effect on Employees' Performance

H2: Work Motivation significant effect on Employees' Performance

H3: Work Environment significant effect on Employees' Performance

H4: Leadership, Work Motivation, and Work Environment together with a significant effect on Employees' Performance

Operational Definition of the Key Term

Table 1:- Operational of Research Variables

| Definition Variable | Dimensions | Indicator | Question Number |
|--|---------------------------|---|-----------------|
| Leadership (X₁) Activities that generate effort and commitment to purpose, including to influence and motivate others to work in support of these objectives. | 1. Role are interpersonal | 1. Organize employees | 1 |
| | | 2. Identify the problem | 2 |
| | | 3. Objective attitude | 3 |
| | | 4. Shown in various events (figurehead) | 4 |
| | | 5. Activator leader | 5 |
| | | 6. Liaison | 6 |
| | 2. Role are informational | 1. Monitor | 7 |
| | | 2. Disseminator (deployment) | 8 |

| | | | |
|---|------------------------------|---|----------------------------------|
| | | 1. Spokesman | 9 |
| | 3. Role as decision maker | 1. Entrepreneur 2. Disturbances handler 3. Decision priority | 10 11 12 |
| Motivation (X₂) Motivation as the desire for someone who causes the person acts to achieve a goal. | 1) Need for achievement | 1. Value jobs 2. Wages / Salaries 3. Relations 4. Urge to exceeding 5. Achieving work standards 6. Trying hard to successfully | 13 14 15 16 17 18 |
| | 2) Need for affiliation | 1. Maintain relationships among personnel 2. Relations cooperative 3. Assessment work 4. Need on leave | 19 20 21 22 |
| | 3) Need for the power | 1. Leaders desire to have influence 2. Become influential | 23 24 |
| Working Environment (X₃) The employee's performance is determined by the level in the environment in which they work. The work environment involves all aspects of the act and react on the body and the mind of employees. Under the organizational psychology, physical, mental and social environment in which employees work and the work that must be analyzed for better effectiveness in improving performance. | 1) Physical condition | 1. layout and space 2. Cleanliness and tidiness 3. Information 4. Leisure workspace 5. Room temperature 6. Equipment | 25 26 27 28 29 30 |
| | 2) Condition of the building | 1. Feasibility building 2. Room condition 3. Noise 4. Air circulation | 31 32 33 34 |
| | 3) Technology | 1. Facilities and infrastructure technology | 35 |
| | 4) Working equipment | 1. Safety equipment and tidiness | 36 |
| Employees' Performance (Y) Employees' performance is a function of ability and motivation. employees' performance effects how much they contribute to the | 1) Quality | 1. Understanding of the task 2. Targeting of labor 3. Harmonize with work leader objectives | 37 38 39 |
| | 2) Quantity | 1. Frequency of errors and failures 2. Completion of tasks and responsibilities 3. Scope of work 4. Number of jobs | 40 41 42 43 |

| | | | |
|---|---------------|--|----------------|
| organization, which includes the quantity of output, quality of output, time the output period, attendance at work, and cooperative attitude. | 3) Timeliness | 1. Tasks in a timely and quality 2. Rest time and working hours | 44 45 |
| | 4) Attendance | 1. Absence 2. Monitoring 3. Responsibility | 46 47 48 |
| | | | |
| | | | |
| Source: Internal Research. | | | |

Results of the Study:-

Characteristics of Respondents:-

Results of the respondents regarding the characteristics of the respondents indicated that the majority of the respondents are 39 female (49%) and 41 men (51%). Furthermore, based on range of age 21-30 years (12%), range of age 31-40 years (31%) and range of age > 40 years (57%). Based on the education for level diploma degree (D3) are 21 respondents (26%) for level bachelor degree (S1) with 56 respondents (71%) and at the level postgraduate (S2) with 3 respondents (3%). Based on the office business head by 8 respondents (10%) area manager with 25 respondents (31%) and an associate with 47 respondents (59%). Based on years of service which employee who had 15 years service are 56 respondents (70%) terms of 6-10 years by 14 respondents (17%) and 11-15 years of service by 10 respondents (13%). Based on the location for the Jakarta with 57 (71%) in Java (west, central, east) are 18 respondents (22%) in Sumatra (West, North, South) are 2 respondents (3%) in Kalimantan (East, South) of 2 respondents (3%) in South Sulawesi by 1 respondent (1%).

Regression Analysis:-

Linear regression analysis is used to determine the effect of independent variables with the dependent variable. For the regression independent variables consist of two or more, the regression is called multiple regressions. According to table 1 the multiple linear regression equation systematically as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \epsilon$$

$$= -5.436 + 0.283X_1 + 0.563X_2 + 0.279X_3$$

Table 1:- Multiple Linear Regression Analysis

| Coefficients ^a | | | | | | |
|---|------------------------------------|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -5.436 | 3.487 | | -1.559 | .123 |
| | Leadership (X ₁) | .283 | .080 | .260 | 3.524 | .001 |
| | Work Motivation (X ₂) | .563 | .111 | .454 | 5.058 | .000 |
| | Work Environment (X ₃) | .279 | .096 | .269 | 2.900 | .005 |
| a. Dependent Variable: Employees' Performance (Y) | | | | | | |

Source: primary data processing with SPSS Version 22, 2017

The regression equation has the following meanings:

(1) Constant (α)

Constant in this study amounted to -5.436, which means that if all the variables of independent have a value of zero (0) then the value of the dependent variable (Y) negative of -5.436.

(2) Leadership

Leadership regression coefficient of 0.283 indicates a positive number. Values are positive coefficients showed a positive influence of leadership on employees' performance. This means that any increase in the leadership of one unit then the performance will increase by 0.283 units on the assumption that the other independent variables from the regression model is fixed.

(3) Motivation

Motivation regression coefficient of 0.563 indicates a positive number. Values are positive coefficients showed a positive effect of motivation on employees' performance. This means that any increase in the motivation of

the unit performance will increase by 0.563 units on the assumption that the other independent variable from the regression model is fixed.

(4) Work environment

Work environment regression coefficient of 0.279 indicates a positive number. Values are positive coefficients showed a positive influence between work environments on employee performance. This means that any increase in the working environment, the performance of the unit will increase by 0.279 units on the assumption that the other independent variable from the regression model is fixed.

According on the equation obtained in the variable of leadership, work motivation and work environment can be concluded that the three variables that affect a significant and positive effect on employees' performance at PT XYZ.

Table 2:- The result of F test

| ANOVA ^b | | | | | | |
|--|------------|----------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 1579.024 | 3 | 526.341 | 63.317 | .000 ^a |
| | Residual | 631.776 | 76 | 8.313 | | |
| | Total | 2210.800 | 79 | | | |
| a. Predictors: (Constant), leadership (X ₁), work motivation (X ₂), work environment (X ₃) | | | | | | |
| b. Dependent Variable: employees' performance (Y) | | | | | | |

Source: primary data processing with SPSS Version 22, 2017

Based on the analysis with SPSS and refers to the curve above it appears that the ANOVA test or F-test obtained F-count equal to 63,317 and if look at the F table at 2,725, From the above results, it can draw the conclusion that F-count > F-table and can reject H₀. That is leadership, work motivation, and work environment together significantly affect of the employees' performance at PT XYZ.

Results of t-test:-

Table 3:- Significance of the Individual Parameters (t-Test Statistic)

| Coefficients ^a | | | | | | |
|---|------------------------------------|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -5.436 | 3.487 | | -1.559 | .123 |
| | Leadership (X ₁) | .283 | .080 | .260 | 3.524 | .001 |
| | Work Motivation (X ₂) | .563 | .111 | .454 | 5.058 | .000 |
| | Work Environment (X ₃) | .279 | .096 | .269 | 2.900 | .005 |
| a. Dependent Variable: employees' performance (Y) | | | | | | |

Source: primary data processing with SPSS Version 22, 2017

In this partial test, there are three hypotheses that attempt authors carefully. First on the influence of leadership on the employees' performance, both on the effect of work motivation on the employees' performance and a third of the work environment influence on employees' performance.

(1) Analysis of the influence of leadership on the employees' performance PT XYZ

Based on the results of the calculations were performed using SPSS, for the variable X₁ t-count value it is at 3.524 and the value of t-table is seen by using the table distribution percentage point t get t-table 1.992. With the t-count > t-table and the significance value of 0.001 (less than 0.05), it means that H₀ is rejected and H_a accepted, leadership variables have a significant influence on the employees' performance at PT XYZ.

(2) Analysis of the influence of work motivation on employees' performance at PT XYZ

Based on the results of the calculations were performed using SPSS for variable X₂ t-count value it is at 5.058 and the value of t-table is seen by using the table of percentage point distribution t get a t-table 1.992. With the t-count > t-table and the significance value of 0.000 (less than 0.05), it means that H₀ refused and H_a is received, the motivation to have a significant impact on the employees' performance at PT XYZ.

(3) Analysis of the influence of work environment on employees' performance at PT XYZ

Based on the results of the calculations were performed using SPSS, to X3 t-count value it is at 2.900 and the value of t-table is seen by using the table of percentage point distribution t get a t-table 1.992. Value t count > t-table and the significance value of 0.005 (less than 0.05), it means that H_0 refused and H_a is received, the working environment has a significant influence on the employees' performance at PT XYZ.

Test Determinant coefficient (adjusted R^2):-

Seeing the splendor models (the model's ability to explain the variation of the dependent variable by variation of the independent variable), by looking at the coefficient of determination or R^2 (R-square). If the value of R^2 the greater (closer to 1), it means that the model can be said to be good or better model's ability to explain the influence of the independent variables studied on the dependent variable. If the value of R^2 is getting smaller (closer to 0), means the ability of the model to explain the influence of the independent variables studied against the dependent variable is getting weaker. After a test using SPSS, the following output is used as a basis in the decision maker:

Table 4:- Determination coefficient

| Model Summary ^b | | | | | |
|---|-------------------|----------|-------------------|----------------------------|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | .845 ^a | .714 | .703 | 2.883 | 2.288 |
| a. Predictors: (Constant), leadership (X_1), work motivation (X_2), work environment (X_3), | | | | | |
| b. Dependent Variable: employees' performance (Y) | | | | | |

Source: primary data processing with SPSS Version 22, 2017

Based on the table above, the value of the coefficient of determination (Adjusted R Square) is 0.703. This demonstrates the ability of the independent variable is leadership, work motivation, and work environment contribute to the variable employees' performance of 70.3%. While the rest (100% - 70.3%), example 29.7% contributed by other variables that were not examined.

The discussion of the Result of the Study:-

The Effect of Leadership on the Employees' Performance at PT XYZ.

The research looked at the effect of a significant and positive between leadership on employees' performance. It is seen from the positive regression coefficient 0.283. This means that any increase in the leadership of one unit then the performance will increase by 0.283 units on the assumption that the other independent variables from the regression model is fixed. These results are supported by (Robbins, 2013:704) in the book about organization behavior' individual performance can only be achieved by matching leader to the situation or by changing the situation to fit in with the leader, such capabilities and interactions among the leaders, subordinates and superiors

The Effect of Work Motivation on Employees' Performance at PT XYZ.

Based on the data processing which is based on a questionnaire given to a sample, this study saw a significant and positive influence between motivation on employees' performance. It is seen from the positive regression coefficient 0.563. This means that every one unit increase in career development performance will increase by 0.563 units on the assumption that the other independent variables from the regression model is fixed. This supported the findings (Messah and Kamencu, 2011:34) on The Effect of Performance Appraisal Systems on Employees in Kenya Tea Development Agency: A Survey of Selected Tea Factories in Meru County-Kenya' which showed that 77.5% of respondents agreed that they work harder and perform better when highly motivated. This is a confirmation of the relationship between motivation and performance. Therefore, it is important for leaders must implement their HR activities in a way that will stimulate motivation and improve employees' performance.

The Effect of the Work Environment on Employees' Performance at PT XYZ.

Based on the data processing which is based on a questionnaire given to a sample, this study saw a significant and positive influence between work environment on employees' performance. It is seen from the positive regression coefficient 0.279. This means that any increase in the working environment, the performance of the unit will increase by 0.279 units on the assumption that the other independent variable from the regression model is fixed. These results are consistent with the findings (Chandrasekar, 2011: 109) on Workplace Environment and Its Impact on Organizational Performance in Public Sector Organization that workplace design needs to consider a variety of issues. Creating a better workplace and higher require an awareness of how the impact of the behavior in the

workplace and how to conduct it boost performance in the workplace. It can be concluded that the working environment is well developed to make employees enjoy their workplace, thereby increasing their performance.

The Effect of Leadership, Work Motivation, and Work Environment on Employees' Performance at PT XYZ.

Based on the results of research conducted, the coefficient of determination (*Adjusted R Square*) is 0.703. This demonstrates the ability of the independent variable is leadership, work motivation, and work environment in explaining the performance was 70.3%. While the rest (100% - 70.3%), example 29.7% explained by factors other than the independent variables. Based on the analysis with SPSS and refers to the curve of decision-making, it appears that by ANOVA or F test obtained F count equal to 63.317 and if you look at the F table at 2,725. From these results, it can draw the conclusion that $F_{\text{count}} > F_{\text{table}}$ and can reject H_0 . That is leadership, work motivation, and work environment simultaneously affect on the employees' performance at PT XYZ. These results according with the results research of Dunggio and Rachman (2017: 8) on Influence of Leadership, Work Motivation And Work Environment on The Performance of Employees in have equations simultaneously variables of leadership, work motivation, and the work environment influence on employees' performance.

Conclusion and Suggestion:-

Conclusion:-

- 1) The influence of leadership on the employees' performance at PT XYZ.
Based on the study the researchers did through analysis and questionnaires distributed, indicating that partial leadership in PT XYZ effect on employees' performance. This is because, based on the regression results in the t-test can $t_{\text{count}} > t_{\text{table}}$, so that H_0 rejected. Positive t-value means a positive effect, that if the leadership increases, the performance will also increase.
- 2) The influence of work motivation on employees' performance at PT XYZ.
Based on the study the researchers did through analysis and questionnaires distributed, motivation partially influence on the performance of employees at PT XYZ. This is because, based on the regression results in the t-test can $t_{\text{count}} > t_{\text{table}}$ so that H_0 rejected. Positive t-value means a positive effect, if the motivation increases, performance will also increase.
- 3) The influence of work environment on employees' performance at PT XYZ.
Based on the study the researchers did through analysis and distributed questionnaires, partially working environment affect the performance of employees at PT XYZ. This is because, based on the regression results in the t-test can $t_{\text{count}} > t_{\text{table}}$, so H_0 rejected. Positive t-value means a positive effect, namely if the motivation increases, performance will also increase.
- 4) The influence of leadership, work motivation, and work environment on employees' performance at PT XYZ.
Based on the study the researchers did through analysis and questionnaires distributed, leadership, work motivation, and work environments simultaneously affect the performance of employees at PT XYZ. This is shown in the results of the regression F-test obtained $F_{\text{count}} > F_{\text{table}}$, so that H_0 rejected meaning a positive effect, that if the leadership, work motivation, and work environment increases, the performance will also increase.

Suggestion

- 1) PT XYZ preferably hold an open dialogue between management and employees outside of work hours or personal approaches to talk about their problems or complaints by employees inside and outside so that it can issue an appropriate solution for employees and profitable for PT XYZ.
- 2) PT XYZ should be able to appreciate its employees by giving some kind of award. The award may be material (bonuses, prizes), or non-material (compliments, praise, recognition). It is useful to further improve employee motivation.
- 3) PT XYZ should be able to pay attention to the working environment or employee relations so that the atmosphere remains conducive; in order to create a high tolerance employee so that employees feel noticed her working environment.
- 4) PT XYZ should improve the promotion and manager at PT XYZ it should pay more attention and support the work of subordinates because there are still some employees who feel that the support and assistance that obtained when experiencing difficulties in work still does not meet their expectations so that the employees' performance can be improved.

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