

Implications of Internal Factors and Employee Intrinsic Motivation on Employee Performance

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ABSTRACT

Leadership and work environment has a large part in motivating each member organization toward the company's goals. A leader should implement a leadership style to manage his subordinates because a leader will significantly affect the Organization's success in achieving its goals. No less important will be this is the role of the work environment itself which woke up, the work environment is one of the essential components within the employees finish his work. Here is the working environment: the immediate vicinity of the workers that can affect him in the exercise of duties charged. This research was conducted at PT. Pegadaian Regional VI of Makassar city with 30 research sample of respondents are the employees of PT. Pegadaian Regional VI. This Research is variable work environments (X1.1), the leadership style (X1.2), intrinsic motivation (X), and the performance of the employees (Y). research using the method of multiple linear regression analysis with data collection using questioners. This research shows that the work environment does not affect employees' performance, leadership style, and intrinsic motivation the employee's account. Leadership styles and the variable is the variable that the dominant influence on the dependent variable.

INTRODUCTION

In today's global competition, the world of work needs people who can think ahead, be smart, innovative, and work with high enthusiasm in facing the progress of the times. This is due to the increasingly competitive competition with other competing companies. Therefore, with competition in various sectors, the management process and maintenance of organizational management are getting serious attention from all company elements to create a robust managerial system that can keep up with current developments. In this case, human resources are employees or employees of an institution or organization; Indeed, try to work with the abilities they have to achieve high performance. In the era of competition, companies should provide a safe and comfortable atmosphere in the work environment for employees, supported by a right leadership style and nurturing the organizational structural subordinates towards a better direction to achieve the desired company goals (Mappamiring et al., 2020; Mashur et al., 2020; Meiyani & Putra, 2019). The work environment certainly motivates employees to be able to spur performance well,

professionally, and optimally. We are going towards a universal definition of motivation. The theory he developed by Herzberg is known as the Two-Factor model of motivation, namely motivational factors and hygiene or maintenance factors (Anwar et al., 2020). According to the two-factor model theory, motivational factors encourage intrinsic achievement, which means that they originate in a person. Intrinsic Motivation arises from within the individual himself without coercion or encouragement from others but based on his own volition (Chen et al., 2012). Intrinsic Motivation is a working drive that comes from within the employee as an individual in the form of awareness of the importance or benefits, or meaning of the work they perform (Milliman et al., 2018; Haerani et al., 2020). The internal factors of organization referred to in this paper are the Leadership Style and Work Environment, which have a significant role in motivating each member of the organization towards company goals. A leader must apply a leadership style to manage his subordinates because a leader will significantly influence the organization's success in achieving its goals. Leadership style is the behavior or way leaders choose and use in controlling the thoughts, feelings, attitudes, and behavior of members of their subordinate organizations (Meiyani & Putra, 2019; Akob et al., 2020; Mappamiring et al., 2020; Suong et al., 2019; Kalodimos & Leavitt, 2020).

No less important than this is the Work Environment's role itself built; the work environment is an essential component in employees completing their work (Yu, 2014). Here what is meant by the Work Environment is everything around the workers that can influence them in carrying out their assigned duties. There are two kinds of Work Environment, namely physical Work Environment and non-physical Work Environment. Physical Work Environment is all physical conditions around the workplace that can affect employees either directly or indirectly. In contrast, non-physical Work Environment is related to work relations, work relations with superiors, and relationships with colleagues. Or relationships with subordinates (Lambert et al., 2007; Yu, 2014; Scaduto et al., 2008). Terciptanya Work Environment yang nyaman, aman dan menyenangkan merupakan salah satu cara perusahaan untuk dapat meningkatkan kinerja para karyawan. Performance is the quality and quantity of work achieved by an employee in carrying out his duties under the responsibilities assigned to him/her (Elçi et al., 2012; Chamidah et al., 2020). Employees can maximize their performance supported by an appropriate Work environment (Doden et al., 2018). The work environment in a company is one of the things that are important to note. Although the Work Environment does not carry out the production process in a company, the Work Environment directly influences the employees who carry out the production process. A work environment that focuses on employees can improve performance. On the other hand, an inadequate work environment will reduce performance and ultimately reduce employee motivation.

The Work Environment is designed in such a way as to create a working relationship that binds workers to their environment. A right work environment is when employees can carry out activities in an optimal, healthy, safe, and comfortable manner. An unfavorable work environment can require more labor and time and does not support efficient work system design Amabile et al (1996) defines the work environment as everything around the workers that can influence themselves in carrying out their assigned tasks. Jain & Kaur (2014) The work environment is defined

as a condition related to the workplace's characteristics of employees' behavior and attitudes. It is related to the occurrence of psychological changes due to experiences in their work or in certain circumstances that must be continuously considered by the organization, including boredom: work, monotonous work, and fatigue. From several previous opinions, it was concluded that the Work Environment is everything that is around employees at work, which can affect themselves and their work at work. Leadership plays a critical role in organizational management. Humans need leadership because of the limitations of certain limitations in humans. From here arises the need to lead and be led. Leadership is defined in terms of individual characteristics, habits, ways of influencing others, interactions, positions in organizations, and legitimate influence perceptions. Leadership is the ability to influence others to achieve goals with enthusiasm (Were, 2015). Leadership is the process of influencing or giving an example to its followers through the communication process to achieve organizational goals (Kusuma et al., 2020). Leadership is the process of directing, guiding, and influencing the thoughts, feelings, actions, and behavior of others to be moved towards specific goals (Nguyen et al., 2019). Leadership plays a significant role, and it can even be said to be very decisive in achieving the goals that have been previously set.

Leadership style contains the meaning as a manifestation of a leader's behavior, which concerns his ability to lead. The embodiment usually forms a particular pattern or shape. This definition of Leadership style is by the opinions expressed by (e.g., Eagly & Johannesen-Schmidt, 2001) Which states that the overall leader's action pattern is perceived or referred to by subordinates. Leadership style represents the philosophy, skills, and attitudes of leaders in politics. Leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve specific goals (Howard, 2005), Besides, Van Engen et al (2001) States that the leadership style is a way that leaders interact with their subordinates. Another opinion states that the Leadership Style is a pattern of behavior (words and actions) of a leader that is felt by others. Leadership behavior is a unique/personal behavior of leaders related to their duties and roles. Leadership behavior is understood as a leader's personality, manifested in leadership activities concerning managing tasks and relationships with subordinates/employees to achieve organizational goals. A leader's behavior is closely related to several things (i.e., the abilities he has, the character of each aide he leads, certain positions or positions he holds, and organizational culture and the conditions that accompany it) (Olson et al., 2018).

The theory of leadership behavior needs to be revealed, considering that a leader must know his employees' maturity level to lead them effectively. Many leaders fail because they don't see their employees' character and needs in doing their jobs. To improve employee performance, the characteristics of the leader in leading are born. This trait will ultimately psychologically affect the style used by a leader in leading his subordinates to work (e.g., by knowing and describing the characteristics of the employee's attributes whether the employee has the ability at work, whether the employee is diligent at work) Zhang et al (2018) and (Howard, 2005) Divides the four Leadership Styles (i.e., consultative, participative, delegative, instructive leadership styles). Being a successful leader is primarily determined by the leader's abilities. Personal ability is the quality of a person with various traits, temperaments, or characteristics. The ideal features a leader needs to have are:

1. Broad general knowledge, healthy memory, rationality, objectivity, pragmatism, flexibility, adaptability, future orientation (Mappamiring et al., 2020).
2. Inquisitive nature, sense of punctuality, high sense of cohesion, the instinct for relevance, exemplary, assertiveness, courage, anticipatory attitude, willingness to be a good listener (Meiyani & Putra, 2019).
3. Ability to grow and develop, analytical, determine priorities, distinguish what is essential and necessary, educational skills, and communicate effectively (Firman et al., 2020; Lestari et al., 2020).

Communication in the leadership process is vital in an organization because communication is needed to achieve leadership effectiveness, planning, control, coordination, training, conflict management, and other organizational functions. An effective leader cannot only influence his subordinates but also guarantee that the people he leads can work to the best of their abilities. In addition to personal skills, a leader must also be able to read his subordinates' conditions and the environment that shelters him. An important thing that must be known about associates is their maturity. There is a direct relationship between the appropriate leadership style to be applied and the level of subordinates' level of maturity so that the leader gets adequate obedience or influence. This is needed to know what kind of leadership style should be applied in encouraging the growth and development of all subordinates' broadest possible participation. Motivation can be defined as a state in a person that promotes, activates, or drives and directs behavior towards a goal. Motivation can be interpreted as internal and external encouragement in a person as indicated by the desire and interest to carry out activities, hopes and aspirations, appreciation and respect for oneself, the right environment, and exciting activities. Intrinsic Motivation encourages a person to achieve what originates in the individual, which is better known as the motivational factor (Chung et al., 2017; Amoako & Okpattah, 2018). In general, the purpose of motivation is to move someone so that the desire and willingness to do something arises to get results and achieve goals. Each person's motivational action has a plan to be completed. The clearer the common objectives or will be achieved; the more precise the motivating step will be. Motivating efforts will be more successful when the goals are clear and based on what is motivated. Therefore, everyone who will motivate someone must know and understand their life background, needs, and personality to be encouraged. The three variables (e.g., company internal factors, Leadership Style, Work Environment, and intrinsic motivation) are expected to deliver BUMN organizations in Indonesia, in this case, PT. Pegadaian to achieve organizational goals and increase Work Performance specifically for the better. Perum Pegadaian is a state-owned company in Indonesia divided into three sectors: Perum Pegadaian at the Head Office, Perum Pegadaian Regional Offices, and Perum Pegadaian Branch Offices. Its core business is in the industry of extending credit to the public based on pawning law. Until now, there are still many community members who know Pegadaian from its core business, namely pawning. Besides, Pegadaian has several service products to offer, with the motto "Overcoming Problems Without Problems." Research conducted by (Sanny et al., 2013)

he discovered that in the Jakarta Pegadaian office, employees tend to be passive in developing and providing fresh ideas needed to create the company because of the sizeable power span between new and senior employees. Senior staff also tend not to set an excellent example for new employees, so that work motivation cannot be adequately developed. There is a gap between new employees and senior employees related to a work environment that is not conducive. This is believed to have an impact on the motivation of the employees themselves on their performance in the field. So, the role of a leader is needed to address the gaps that occur.

RESEARCH DESIGN

The research location was conducted at PT. Pegadaian Regional Office VI Makassar City. The data collection method used a questionnaire (See Table.2), which was distributed to 30 employees (See Table 1) who also constituted the entire study population. Data encryption and assessment scores for respondents' answers used a Likert scale (1 = strongly disagree, 2 = disagree, 3 are neutral, 4 = agree, 5 = strongly agree).

Table 1. Data Respondent

Measurement	Data	Total	%
Gender	Wanita	9	30%
	Pria	21	70%
Age / years	26 – 33	9	30%
	34 – 41	11	36.7%
	42 – 49	7	23.3%
	50 >	3	10%
Education Level	Diploma (I,II,III)	6	20%
	S1	17	56.7%
	S2	7	23.3%

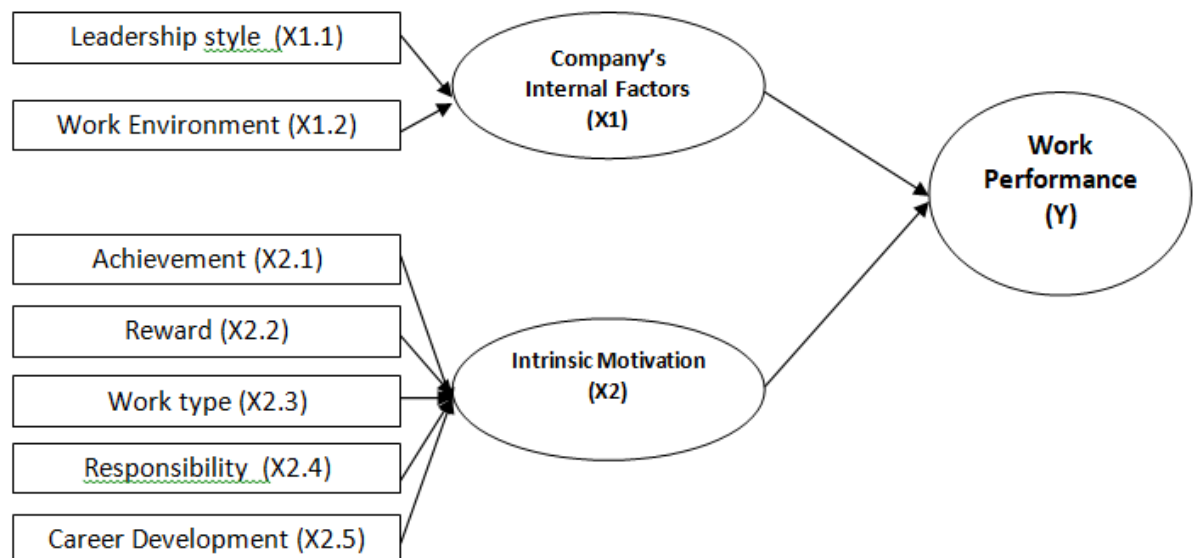


Figure 1. Conceptual Framework

The research analysis method used a descriptive qualitative approach with multiple linear regression analysis as a test analysis tool. Several stages in testing in this study are (e.g., classical assumption test, validity test, reliability test, F test, T-test, and hypothesis testing) Stages of testing, namely through several stages:

1. The interpretation of the average frequency distribution of respondents' answers (mean, standard error, standard deviation); the second is the outer-loading item where the loading factor > 0.60.
2. Determining validity and reliability (Cronbach-alpha, composite reliability, AVE) > 0.60.
3. Test the coefficient of determination (R²) as well as the partial test (F₂); fifth, the Goodness fit of Model (GoF) test.
4. The discriminant validity test, where the coefficient value > 0.60; the seventh is to test the hypothesis directly or indirectly.

The hypothesis test criteria are Constant Bootstrapping (n = 30) with Sig. level <0.05. An illustration of the research flow using the regression method is shown in Figure 1.

Table 2. Measurement of Variables

Work Environment (X1.1)	
1.	Lighting elements (lights and sunlight) in the room where I work is perfect
2.	The temperature in the room where I work is perfect
3.	Humidity of space in the room where I work is perfect
4.	Air circulation in the room where I work is excellent
5.	The room where I work is perfect, not too noisy
6.	There is no vibration in my workroom that makes me feel disturbed while working
7.	Room deodorizer, where I work to the maximum. Air freshener is one of the elements that make me feel at home at work
8.	The choice of paint color in my workspace is exact
9.	Room decoration in the room where I work is excellent
10.	Music is commonplace in my office as long as it doesn't disturb other employees
11.	Security where I work is very reliable: parking, security and so on
Leadership Style (X1.2)	
12.	Decisions made by my leader are very fair, rational, firm, and precise. This is according to the criteria of the leader that the employee wants
13.	In between routines that are quite draining, my boss is always to motivate and encourage us (employees) to work better
14.	My leader is very good at communicating with employees; his polite communication makes us appreciate him
15.	Our leader is a person that we appreciate in the office, and we respect him as a leader in our work
16.	Our leader is a person who is very responsible for the work he does; he is also responsible for all the work that we do as subordinates.
17.	Our leaders are sagacious in controlling their emotions. This is an example of good behavior that the leader shows us
Intrinsic Motivation (X2)	
18.	My leaders pay close attention to their subordinates; sometimes, my leaders give appreciation to employees who have completed their work correctly and well
19.	My leader always appreciates the work of his subordinates, sometimes giving rewards both material and non-material
20.	The job that I get every day, even though it is draining and mindful, but makes me feel challenged, and I like it
21.	As an employee, I feel very flexible in completing my work; my boss also gives full confidence to his subordinates to complete every job

22. Career development for high achieving employees is prioritized in my office, both in the form of action in terms of formal and technical education

Work Performance (Y)	
23.	Work Environment and the leaders in my office are good; these two things make my work quality even better in the office.
24.	Having a conducive work environment and a charismatic leader also encourages the quantity of work that I produce to increase every day.
25.	In my office, all employees are given responsibilities according to their abilities and expertise
26.	Responsibility for work is the most critical thing in my office today

RESULT AND DISCUSSION

1. Correlation Test

Table 3 describes the correlation relationship of each construct variable to the latent variable; Or the relationship between the variable Leadership Style Behavior (X1.1), Work Environment (X1.2) Intrinsic Motivation (X2) to the Work Performance (Y) variable, which is described in table 3:

Table. 3 Correlations

		Work Environment_X1.1	Leadership Style	Intrinsic Motivation	Work Performance
Work Environment_X1.1	Pearson Correlation	1	.822**	.841**	.832**
	Sig. (2-tailed)		.000	.000	.000
	N	30	30	30	30
Leadership Style	Pearson Correlation	.822**	1	.838**	.874**
	Sig. (2-tailed)	.000		.000	.000
	N	30	30	30	30
Intrinsic Motivation	Pearson Correlation	.841**	.838**	1	.859**
	Sig. (2-tailed)	.000	.000		.000
	N	30	30	30	30
Work Performance	Pearson Correlation	.832**	.874**	.859**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	30	30	30	30

** . Correlation is significant at the 0.01 level (2-tailed).

The explanation from table 3 states that the value of N was 30 respondents at the PT. Pegadaian Regional IV City of Makassar. The closeness relationship is indicated if the value is getting closer to the number "1", it is stated that the variable has a strong relationship. Vice versa, if the correlation value is not below the number "1" and is close to the number "0" then it is stated that the correlation is weak. The Pearson Correlation or the relationship between variables both partially and simultaneously is expressed as follows:

1. Work Environment (X1.1) has a significant relationship with Employee Performance (Y). 0.832 or 83.2%.
2. Work Environment (X1.1) has a significant relationship to the Leadership Style (X1.2). amounting to 0.822 or equal to 82.2%.

3. Work Environment (X1.1) has a significant relationship with Intrinsic Motivation (X2). of 0.841 or 84.1%.
4. Leadership Style (X1.2) has a significant relationship with the Work Environment (X1.1) of 0.822 or 82.2%
5. Leadership Style (X1.2) has a significant relationship with Intrinsic Motivation (X2) of 0.838 or 83.8%
6. Leadership Style (X1.2) has a significant relationship to Employee Performance (Y) of 0.874 or 87.4%
7. Intrinsic Motivation (X2) has a significant relationship with the Work Environment (X1.1) of 0.841 or 84.1%.
8. Intrinsic Motivation (X2) has a significant relationship to the Leadership Style (X1.2) of 0.838 or 83.8%.
9. Intrinsic Motivation (X2) has a significant relationship with employee performance (Y) of 0.859 or 85.9%.
10. Employee performance (Y) has a significant relationship with the Work Environment (X1.1) of 0.832 or 83.2%.
11. Employee performance (Y) has a significant relationship to the Leadership Style (X1.2) of 0.874 or 87.4%.
12. Employee performance (Y) has a significant relationship with Intrinsic Motivation (X2) of 0.859 or 85.9%.

This explanation explains the standard deviation value of the data obtained. The description of the research variables is explained as in table 4:

Table. 4 Description Analysis

	N	Minimum	Maximum	Mean	Std. Deviation
Work Environment_X1.1	30	3.00	5.00	4.1367	.49861
Leadership Style	30	3.00	5.00	4.2533	.49809
Intrinsic Motivation	30	3.00	5.00	4.1533	.54503
Work Performance	30	3.00	5.00	4.3000	.46238

Table 4 shown the standard deviation of the Work Environment variable (X1.1) of 0.49, Leadership Style (X1.2) of 0.54, Intrinsic Motivation (X2) of 0.49, Work Performance (Y) of 0.46 or it can be assumed that there is a standard deviation. Is at a moderate level in the data obtained. Respondents, as many as 30 people with a minimum answer with a score of 3 and a maximum of 5 (Strongly Agree), all variables have the answer to be vulnerable 4 (agree).

2. *Multicollinearity Test*

It is a test that states a strong relationship between or all independent variables in the regression model. If there is multicollinearity in the study results, the data says that the coefficient is uncertain or varies. The explanation regarding the Multicollinearity test is stated in Table 5:

Table 5. Multicollinearity Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.910 ^a	.828	.808	.20264	.828	41.661	3	26	.000

a. Predictors: (Constant), Intrinsic Motivation, Leadership Style, Work Environment_X1.1

b. Dependent Variable: Work Performance

In table 5, it is stated that the relationship between all independent variables (X1.1, X1.2, X2, to Y) in the regression model is stated to have a strong relationship (can be seen at the R-value) of 91%, and significant with a significance value below 0.5 %. Meanwhile, 0.9% is influenced by other factors not examined in this study.

3. Multiple Linear Regression Analysis

The regression analysis test explains whether there is an effect between variable X on variable Y and shows how much influence it is symbolized as a significant number. The significance of this study is with reference (Sig) $p < 0.5$. The details of the multiple linear regression analysis tables can be seen in table 6:

Table 6. Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.663	.334		1.981	.058
	Work Environment_X1.1	.180	.152	.194	1.184	.247
	Leadership Style	.410	.151	.442	2.721	.011
	Intrinsic Motivation	.276	.145	.326	1.904	.068

From the results of multiple linear regression data analysis, it can be stated as follows:

1. Work Environment variable (X1.1) has no significant effect on Work Performance (Y) with a significance level of 0.247, or it can be stated (sig) $0.247 > 0.5$.
2. The variable Leadership Style (X1.2) has a significant and positive effect on Work Performance (Y) with a significance level of 0.011, or it can be stated (sig) $0.011 < 0.5$.
3. Intrinsic Motivation (X2) has a significant and positive effect on Work Performance (Y) with a significance level of 0.068, or it can be stated (sig) $0.068 < 0.5$.

So, the regression equation is:

$$\text{Work Performance} (0.663) = 0.180(X1.1) + 0.410(X1.2) + 0.276 (X2) + 0.334e$$

- a. If the Work Environment factor at PT. Pegadaian Regional Office VI of Makassar City increases to 1 unit from 0.180 or 18% to 0.280 or 28%, so the assumption is that Work Performance also increases from 0.663 or 66.3% to 0.763 or 76.3%. Likewise, if the Work Environment factor decreases by 1 unit, the Work Performance will decrease by 1 unit.

- b. If the Work Environment factor at PT. Pegadaian Regional Office VI of Makassar City increases to 1 unit from 0.410 or 41% to 0.510 or 51%, so the assumption is that Work Performance also increases from 0.663 or 66.3% to 0.763 or 76.3%. Likewise, if the Work Environment factor decreases by 1 unit, the Work Performance will decrease by 1 unit.
- c. If the Intrinsic Motivation factor at PT. Pegadaian Regional Office VI of Makassar City increased to 1 unit from 0.276 or 27.6% to 0.376 or 37.6%, so the assumption is that Work Performance also increases from 0.663 or 66.3% to 0.763 or 76.3%. Likewise, if the Work Environment factor decreases by 1 unit, the Work Performance will decrease by 1 unit.

Meanwhile, the F-estimated test for the F-calculated shows a significant number at 41,661 vulnerabilities. or $41,661 > 0,000$. A detailed explanation can also be seen in the table below:

Table 7. F-Test

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.132	3	1.711	41.661	.000 ^a
	Residual	1.068	26	.041		
	Total	6.200	29			

a. Predictors: (Constant), Intrinsic Motivation, Leadership Style, Work Environment_X1.1

b. Dependent Variable: Work Performance

4. Hypothesis testing

Based on data processing results, the next step is hypothesis testing to determine whether the initial hypothesis (H0) is accepted or the New Hypothesis (H1) is accepted. The further explanation is described as follows:

1. H0: It is suspected that the Internal Factors, which consist of Leadership Style, positively and significantly affect Work Performance. The results of the data analysis show that the Initial Hypothesis (H0) Leadership Style has a significant effect on Work Performance (Y) so that it is stated that H0 = Accepted, H1 = Rejected
2. H0: It is suspected that the Work Environment's Internal Factors have a positive and significant effect on Work Performance.
3. The results of data analysis show that the Initial Hypothesis (H0) of Work Environment has no significant effect on Work Performance (Y), so that it is stated that H0 = Rejected, H1 = Accepted.
4. H0: It is suspected that Intrinsic Motivation has a positive and significant effect on Work Performance.
5. The results of data analysis show that the Initial Hypothesis (H0) Intrinsic Motivation has a significant effect on Work Performance (Y), so that it is stated that H0 = Accepted, H1 = Rejected.
6. Leadership Style (X1.2) is the most dominant variable influencing Work Performance (Y).

5. Discussion

Leadership is a person's personality that radiates desire to a particular group of people and can invite and encourage them so that they are willing to work together to achieve goals. Leadership can also be seen as a form of persuasion, the art of coaching a particular group of people, usually through the right approach and motivation, without any fear of working together to achieve organizational goals.

From the results of statistical analysis, it was found that the Leadership Style (X1.2) at the Regional Office VI Makassar City had a significant effect on employee performance, as many as seven dimensions of the measuring instrument regarding this leadership style. The leadership's ability to make decisions on employees is a sufficient number; as many as 20 employees answered, they agreed, and six employees responded strongly. The leadership's ability to make decisions is the highest number of questionnaire results. The leadership's ability to make decisions is the speed and accuracy of a leader in making decisions, usually measuring his competence and credibility. One of a leader's essential duties is determining what is best for the organization and its members. However, in making decisions, sometimes leaders face a dilemma and seem to be at a crossroads. Especially if the options you have made have to sacrifice others' interests or put a risk that will harm the team. However, sometimes difficult decisions have to be made for the realization of common goals.

Furthermore, the Work Environment factor is the second variable discussed in this study. Work Environment is social, psychological, and physical life in a company that affects workers in carrying out their duties. Human life is inseparable from various circumstances in the surrounding environment, between humans and the environment, including PT. Pegadaian Regional Office VI of Makassar City. In this case, humans will always try to adapt to various circumstances in their surroundings. Likewise, when doing work, employees as humans cannot be separated from multiple occasions around where they work, namely the Work Environment. While doing work, each employee will interact with various conditions contained in the Work Environment.

Work Environment conditions are excellent or appropriate if humans can carry out activities in an optimal, healthy, safe, and comfortable manner. The impact of the suitability of the Work Environment can be seen in the long term. Furthermore, an unfavorable Work Environment can demand more labor and time and does not support efficient work system design. Work Environment conditions are excellent or appropriate if humans can carry out activities in an optimal, healthy, safe, and comfortable manner. The impact of the suitability of the Work Environment can be seen in the long term.

Furthermore, an unfavorable Work Environment can demand more labor and time and does not support efficient work system design. However, from the results of statistical analysis in this study, it is found that the Work Environment does not have a significant effect on performance. Of course, this statement contradicts the previous research, as stated by Sedarmayanti, 2001, which says that the Work Environment positively impacts Work Performance. Variations in answers to employees of PT. Pegadaian Kanwil VI City of Makassar stated that where they work, there are noise and mechanical vibrations that can interfere with Work Performance, so that it affects noise

and mechanical vibrations at PT. Pegadaian Regional Office VI of Makassar City needs attention and control to improve employee performance.

The third factor in this discussion is Intrinsic Motivation at PT. Pegadaian Regional Office VI of Makassar City. With the results of statistical data that significantly affect Work Performance on the dimensions of measuring the intrinsic motivation at PT. Pegadaian Regional Office VI Makassar City development indicators and awards are the dominant factors answered by employees. The career development process is fundamental, both for employees. Some unwanted changes may appear that will affect a well-prepared plan. In this situation, employees must be prepared to adapt to changing environments. Employees must continuously improve their skills and competencies according to the company's needs.

In contrast, the company must be equipped with employees who can handle pressure efficiently and avoid the adverse risks of changing scenarios. That is why understanding both parties need the importance of career development. The same is the case with rewards for employees. The awarding is a company effort to provide remuneration for employee work to encourage employees to work more actively and potentially. Employees need an award when their work results meet or even exceed the standards set by the company. This award can be in the form of praise. Not only if employees make mistakes, but they also get a curse from the leadership. Employees have goals, among others, to earn an income so that their needs and desires can be realized.

CONCLUSION

Leadership Style and intrinsic motivation have a positive and significant effect on Employee Performance at PT. Pegadaian. Meanwhile, the work environment has no positive impact. Leadership Style is the most dominant variable that influences employee performance.

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