

CHAPTER II

THEORETICAL REVIEW

2.1 Previous Studies

2.1.1 The Influence of Work Environment on Motivation

1. Muchtar (2016)

Muchtar (2016) conducted a study entitled “The Influence of Motivation and Work Environment on the Performance of Employees”. This study used theories from Basuki and Susilowati (2005) for the work environment, Malthis (2006) for motivation, Mangkuprawira et al (2007) for employee performance.

Environmental variables significantly influence employee performance. Then, simultaneously work motivation and work environment have a significant effect on the performance of the Ronggolawe University Tuban PGRI employees. The method used in this study is ANOVA. Hypothesis testing was done by spreading questionnaires to 52 employees of the University of PGRI Ronggolawe Tuban.

2. Riyanto et al. (2017)

Riyanto et al. (2017) conducted a study entitled “The Impact of Working Motivation and Working Environment on Employees Performance in Indonesia Stock Exchange”. This study used theories from Surjosuseno (2015) for work environment, Sedarmayanti (2012) for motivation, Riyanto (2002) and Jayaweera (2015) for employee performance.

The correlation between work motivation and employee performance has the smallest or no dominant the relationship especially relationship between award and co-operation. Based on the correlation between working environment and employee

performance, the dimension that has the greatest or most closely ties in effect is the relationship between the dimensions of the physical environment and the initiatives. The method used in this study was SPSS, T-test, & F-test. The sampling technique based on the Slovin calculation found 150 respondents with a probability sampling method which is simple random sampling.

3. Renah and Setyadi (2014)

Renah and Setyadi (2014) studied about “The Influence of Organizational Culture, Working Environment and Educational Training on Motivation and Performance of Government Employees at West Kutai Regency East Kalimantan”. This study used theories from Allen (2001) for work environment, Kanfer (1987) for motivation, and Hornby and Sidney (1988) for employee performance.

Thus, it can be concluded that there is a significant effect between Working Environment (X2) and Working Motivation (Y1). The positive coefficient indicated a positive relationship. Then, it can be concluded that there is a significant effect between Working Motivation (Y1) and Performance (Y2). Besides the result showed that there is a significant effect between Educational Training (X3) and Performance (Y2). The method used in this study was SPSS. The samples in this study were 238 villages.

4. Musriha (2011)

Musriha (2011) studied about “Influences of Work Behavior, Work Environment and Motivation in Clove Cigarette Factories in Kudus, Indonesia”. This study used theories from Timpe (1999) for the work environment, and Robbins (2003) for motivation.

The work environment significantly influences the job performance of cigarette rollers in Kudus District, Central Java Province. The job motivation significantly affects the job performance of cigarette rollers in Kudus District, Central Java Province. The method used in this study is the Validity and Reliability of Research Instruments. The population in this study was all cigarette rollers of three middle-large sized clove cigarette factories in Central Java province, including Djarum, Noyorono, and Sukun cigarette factories.

5. Mangkunegara and Agustine (2016)

Mangkunegara & Agustine (2016) conducted a research "Effect of Training, Motivation and Work Environment on Physicians' Performance". This study used theories from Armstrong (2009) for work environment, Hasibuan (2007) for motivation, and Armstrong (2009) for employee performance.

The training has no significant effect on physicians' performance at X hospital. Motivation has a significant effect on physicians' performance at X hospital. Work environment has a significant effect on physicians' performance at X hospital. Motivation and work environment have significant effects simultaneously on physicians' performance at X hospital. The method used in this study was validity and reliability instrument test, normality test, multicollinearity test, heteroscedasticity test, F and t hypothesis test. The sample size was 84 targeting physicians as respondents.

Table 2.1

The Influence of Work Environment toward Motivation

No	Journal identity	Variable and Theory	Conclusion
1	Muchtar(2016) The Influence of Motivation and Work Environment on The Performance of Employees	Work environment Basuki and Susilowati (2005) Motivation	Environmental variables significantly influence employee performance. Then simultaneously work motivation and work environment

	Sinergi, Volume 6, Number2 September 2016	Malthis (2006) Mangkunagara (2010) Employee performance Mangkuprawira et al. (2007)	significantly influence employee performance at PGRI University Ronggolawe Tuban.
2	Riyanto, et al (2017) The Impact of Working Motivation and Working Environment on Employees Performance in Indonesia Stock Exchange International Review of Management and Marketing, 2017, 7(3), 342-348.	Work environment (Surjosuseno, 2015) Motivation Sedarmayanti (2012) Employee performance Riyanto, (2002) Jayaweera, (2015)	1. The correlation between work motivation and employee performance has the smallest or no dominant the relationship especially relationship between award and co-operation. 2. Based on the correlation between working environment and employee performance, the dimension that has the greatest or most closely ties in effect is the relationship between the dimensions of the physical environment and the initiative.
3	Renah and Setyadi (2014) The Influence of Organizational Culture, Working Environment and Educational Training on Motivation and Performance of Government Employees at West Kutai Regency East Kalimantan European Journal of Business and Management www.iiste.org ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) Vol.6, No.30, 2014	Work environment Allen (2001) Motivation Kanfer (1987) Employee Performance Hornby and Sidney (1988)	<ul style="list-style-type: none"> • Thus, it can be concluded that there is a significant effect between Working Environment (X2) and Working Motivation (Y1). The positive coefficient indicated positive relationship. • Thus, it can be concluded that there is a significant effect between Working Motivation (Y1) and Performance (Y2). • Thus, it can be concluded that there is a significant effect between Educational Training (X3) and Performance (Y2).
4	Musriha (2011) Influences of Work Behavior, Work Environment and Motivation in Clove Cigarette Factories in Kudus, Indonesia	Work environment (Timpe, 1999) Motivation Robbins (2003)	<ul style="list-style-type: none"> • The work environment significantly influences the job performance of cigarette rollers in Kudus District, Central Java Province.

	Academic Research International ISSN: 2223-9553 Volume 1, Issue 3, November 2011		<ul style="list-style-type: none"> The job motivation significantly affects the job performance of cigarette rollers in Kudus District, Central Java Province.
5	Mangkunegara & Agustine,R.(2016) Effect of Training, Motivation and Work Environment on Physicians' Performance Academic Journal of Interdisciplinary Studies MCSE Publishing, Rome-Italy Vol 5 No 1 March 2016	Work environment (Armstrong, 2009) Motivation (Hasibuan ,2007) Employee performance (Armstrong ,2009)	<ul style="list-style-type: none"> Training has no significant effect on physicians' performance at X hospital. Motivation has a significant effect on physicians' performance at X hospital. Work environment has a significant effect on physicians' performance at X hospital. Motivation and work environment has a significant effect simultaneously on physicians' performance at X hospital.

2.1.2 The Influence of Transformational Leadership Style on Motivation

1. Hanifa et al. (2014)

Hanifa et al. (2014) conducted a study about "The Effect of Leadership Style on Motivation to Improve the Employee Performance". This study used theories from Mulyadi and Rival (2009) for leadership style, Umar (1999) for motivation, Wirawan (2009) and Suranta (2002), for employee performance.

Based on the leadership style and motivational work practiced by PT Pelni, then, it was obvious that there is a significant relationship between leadership style on employees that have improved the performance and motivation of all employees within the company. Therefore, the attempts that have been made toward the situation are worth to maintain. The method used in this study was ANOVA. Upon getting feedback from 78 employees, it was

obvious that the company has apparently been successful in motivating its employees to demonstrate good performance. The sample in this study were 78 employees.

2. Zaenal et al. (2015)

Zaenal et al. (2015) studied about “Effect of Leadership Style, Motivation, and Giving Incentives on the Performance of Employees PT. Kurnia Wijaya Various Industrie”. This study used theories from Wati et al. (2010) for Leadership style, Surbakti and Suharnomo (2013) for Motivation, Surbakti and Suharnomo (2013) for employees performance.

The value of multiple correlation coefficient of $R = 0,985a$, it indicated that the degree of correlation between leadership style (X1), motivation (X2), and the provision of incentives (X3) on employee performance (Y) is very strong. The method in this study used a linear regressions, Correlation Coefficient (R), Coefficient of Determination (R^2/R Square), Regression Line Equation. The population of this study was all employees in the sales department of PT. Kurnia Wijaya Various Industries, which were 20 people.

3. Almer et al. (2017)

Almer, et al (2017) studied “The Effect of Leadership Style on Motivation and Employee Performance: A Study on Employees Of PT. Dipo Star Finance of Makassar Branch, South Sulawesi”. This study used theories from Bass in Yukl (2010) for Leadership style, Hasibuan (2001) for Motivation, Ainsworth and Smith et al. (2007) for employee performance.

The first hypothesis stated that transformational leadership has a significant effect on work motivation is accepted. Besides, transformational

leadership has a significant effect on performance is accepted. Work motivation has a significant effect on the performance of employees of PT. Dipo Star Finance Makassar Branch is accepted. The method used this study was explanatory research. Samples used in this study we are 57 respondents working at PT. Dipo Star Finance in Makassar Branch.



4. Lin and Chuan (2013)

This study was conducted by Lin & Chuan (2013) with the title “The Effects of the Leadership Style on the Learning Motivation of Students in Elementary Schools”. This study used theories from Karip (1998) for leadership style, and Kim and Schachter (2013) for motivation.

The correlations between the above two leadership styles and the learning motivation of students are both “moderate to a good relationship”. The transformational and the transactional leadership styles can explain 52.60% of the variance for the learning motivation of students. The method used in this study was SPSS. The sample used in this study were 165 primary school teachers and 2800 students that were randomly selected.

5. Turang et al. (2015)

This study was conducted by Turang et al. (2015) with the title “Influence of Leadership Style, Motivation, and Work Discipline on Employee Performance in PT. Dayana Cipta”. This study used theories from Suranta, (2002) for leadership style, Cahyono et al. (2005) for motivation, and Setiyawan and Waridin (2006) for employee performance.

Leadership style, motivation, and work discipline have significant influences simultaneously on employee performance. Leadership style has a significant influence partially on employee performance. Motivation has a significant influence partially on employee performance. Work discipline has a significant influence partially on employee performance. The methods used in this study were reliability test and validity test. 86 employees of PT. Dayana Cipta were surveyed as respondents.

Table 2.2

The Influence of Transformational Leadership Style Toward Motivation

No	Journal Identity	Variable and Theory	Conclusion
1	<p>Hanifa, et al (2014)</p> <p>The Effect of Leadership Style on Motivation to Improve the Employee Performance</p> <p>Jurnal Manajemen Transportasi & Logistik (JMTransLog) - Vol. 01 No. 03, November 2014</p>	<p>Leadership style Mulyadi and Rival (2009)</p> <p>Motivation Umar (1999)</p> <p>Employee performance (Wirawan, 2009) and (Suranta, 2002)</p>	<p>Based on the leadership style and motivational work practiced by PT Peln, it seems obvious that there is a significant relationship between leadership style on employees improved the performance and motivation of all employees within the company. Therefore, the attempts and the situation is worth to maintain.</p>
2	<p>Zaenal, et al (2015)</p> <p>Effect of Leadership Style, Motivation, and Giving Incentives on the Performance of Employees PT. Kurnia Wijaya Various Industrie</p> <p>International Education Studies; Vol. 8, No. 10; 2015 ISSN 1913-9020 E-ISSN 1913-9039</p>	<p>Leadersip style Wati et al. (2010)</p> <p>Motivation Surbakti and Suharnomo (2013)</p> <p>Employees performance Surbakti and Suharnomo (2013).</p>	<p>The value of multiple correlation coefficient of $R = 0,985a$. It indicated that the degree of correlation between leadership style (X1), motivation (X2), and the provision of incentives (X3) on employee performance (Y) is very strong.</p>
3	<p>Almer, et al (2017)</p> <p>The Effect of Leadership Style on Motivation and Employee Performance: A Study on Employees of Pt. Dipo Star Finance of Makassar Branch, South Sulawesi</p> <p>RJOAS, 1(61), January 2017</p>	<p>Leadership style Bass in Yukl (2010)</p> <p>Motivation Hasibuan (2001)</p> <p>Employee performance (Ainsworth and Smith, (2007)</p>	<ul style="list-style-type: none"> • The first hypothesis stating that transformational leadership has a significant effect on work motivation is accepted. • Transformational leadership has a significant effect on performance is accepted. • Work motivation has a significant effect on the performance of employees of PT. Dipo Star Finance Makassar Branch is accepted.
4	<p>Mei-Hui Lin & Tsai-Fu Chuan (2013)</p>	<p>Leadership style Karip (1998)</p> <p>Motivation</p>	<p>The correlations between the above two leadership styles and the learning motivation of students are both “moderate to a</p>

	The Effects of the Leadership Style on the Learning Motivation of Students in Elementary Schools Journal of Service Science and Management, 2014, 7, 1-10	Kim and Schachter (2013)	good relationship”. The transformational and the transactional leadership styles can explain 52.60% of the variance for the learning motivation of students.
5	Turang et al, (2015) Influence of Leadership Style, Motivation, and Work Discipline on Employee Performance in Pt.Dayana Cipta Jurnal Berkala Ilmiah Efisiensi Volume 15 No. 04 Tahun 2015	Leadership style Suranta, (2002) Motivasi Cahyono et al. (2005) Employee performance Setiyawan and Waridin (2006)	1. Leadership style, motivation, and work discipline have significant influences simultaneously on employee performance in PT. Dayana Cipta. 2. Leadership style has a significant influence partially on employee performance in PT. Dayana Cipta. 3. Motivation has a significant influence partially on employee performance in PT. Dayana Cipta. 4. Work discipline has a significant influence partially on employee performance in PT. Dayana Cipta.

2.1.3 The Influence of Work Environment on Employees Performance

1. Muchtar (2016)

This study was conducted by Muchtar (2016). The title of this study was “The Influence of Motivation and Work Environment on the Performance of Employees”. This study used theories from Basuki and Susilowati (2005) for the work environment, Malthis (2006) for motivation, Mangkuprawira et al. (2007) for employee performance.

Environmental variables significantly influence employee performance. Then, simultaneously work motivation and work environment significantly influence employee performance PGRI University Ronggolawe Tuban. The

hypothesis testing was done by spreading the questionnaire as many as 52 employees of the University PGRI Ronggolawe Tuban.

2. Riyanto et al. (2017)

This study was conducted by Riyanto, S., Sutrisno, A., Ali, A. (2017). The title of this study was “The Impact of Working Motivation and Working Environment on Employees Performance in Indonesia Stock Exchange”. This study used theories from Surjosuseno (2015) for work environment, Sedarmayanti (2012) for motivation, and Riyanto (2002) and Jayaweera, (2015) for employee performance.

The correlation between work motivation and employee performance has the smallest or no dominant relationship especially relationship between award and co-operation. Based on the correlation between working environment and employee performance, the dimension that has the greatest or most closely ties in effect is the relationship between the dimensions of the physical environment and the initiative. The methods used in this study were SPSS, T-test, & F test. The sampling technique based on the calculation of Slovin found 150 respondents with a probability sampling and the type of simple random sampling.

3. Putra and Sari (2017)

This study was conducted by Putra and Sari (2017). The title of this study was “The Influence of Working Environment towards Employee Performance in Perum Damri Bandung”. This study used theories from Sutrisno (2010) for the Work environment, and Sunyoto (2012) for employee performance.

There is a significant influence from Working Environment (X) towards Employees Performance (Y) in PERUM DAMRI Bandung. The methods used in this study were T-test, F-test, and Coefficient of Determination (R²). The population of this study was 50 back office employees in PERUM DAMRI Bandung.

4. Taty and Basir (2016)

This study was conducted by Taty and Basir (2016). The title of this study was “The Effect of Leadership Style, Work Environment and Organization Culture on Employee Performance: A Case Study at Kawasan Industri Makassar (Kima), Indonesia”. This study used theories from O’Neill et al.(2001) for Leadership style, Smilansky (1997) for the work environment, and Bleudorn (1978) for employee performance.

Work environment has a direct and significant influence on employee performance with $P = 0.06 > 0.10$ and with a coefficient value of 0.129. Data showed that leadership has a positive direct influence and significant toward employee performance. The method used in the study is primary and secondary data. Proportional stratified sampling method was applied and involved 450 determined samples.

5. Renah and Setyadi (2014)

This study was conducted by Renah and Setyadi (2014). The title of this study was “The Influence of Organizational Culture, Working Environment and Educational Training on Motivation and Performance of Government Employees at West Kutai Regency East Kalimantan”. This study used theories from Allen

(2001) for work environment, Kanfer (1987) for motivation, and Hornby and Sidney (1988) for employee performance.

Thus, it can be concluded there is a significant effect between Working Environment (X2) and Working Motivation (Y1). The positive coefficient indicated a positive relationship. Then, it can be concluded that there is a significant effect between Working Motivation (Y1) and Performance (Y2). In addition, it can be concluded that there is a significant effect between Educational Training (X3) and Performance (Y2). The method used in this study was SPSS. The sample used in this study were 238 villages.

Table 2.3

The Influence Work Environment toward Employee Performance

No	Journal Identity	Variable and Theory	Conclusion
1	Muchtar(2016) The Influence of Motivation and Work Environment on The Performance of Employees Sinergi, Volume 6, Number2 September 2016	Work environment Basuki and Susilowati (2005) Motivation Malthis (2006) Mangkunagara (2010) Employees performance Mangkuprawira et al. (2007)	Environmental variables significantly influence employee performance. Then simultaneously work motivation and work environment significantly influences employee performance PGRI University Ronggolawe Tuban.
2	Riyanto et al. (2017) The Impact of Working Motivation and Working Environment on Employees Performance in	Work environment Surjosuseno (2015) Motivation Sedarmayanti (2012) Employee performance Riyanto (2002) Jayaweera (2015)	1. The correlation between work motivation and employee performance has the smallest or no dominant relationship especially relationship between award and co-operation. 2. Based on the correlation between working environment and employee performance, the dimension that has the greatest or the most closely ties in effect is the relationship between the

	Indonesia Stock Exchange International Review of Management and Marketing, 2017, 7(3), 342-348.		dimensions of the physical environment and the initiative.
3	Putra and Sari(2017) The Influence of Working Environment towards Employee Performance in Perum Damri Bandung e-Proceeding of Management: Vol.4, No.2 Agustus 2017 Page 1754	Work environment Sutrisno (2010) Employee performance Sunyoto (2012)	There is a significant influence of Working Environment (X) towards Employees Performance (Y) in PERUM DAMRI Bandung.
4	Basir and Taty (2016) The Effect of Leadership Style, Work Environment and Organization Culture on Employee Performance: A Case Study at Kawasan Industri Makassar (Kima), Indonesia Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-	Leadership style O'Neill et Al. (2001) Work environment Smilansky (1997) Employee performance Bleudorn (1978)	<ul style="list-style-type: none"> • Work environment has a direct and significant influence on employee performance with $P = 0.06 > 0.10$ and with a coefficient value of 0.129. • Data showed that leadership has a positive direct influence and significant toward employee performance.

	487X, p-ISSN: 2319-7668. Volume 18, Issue 10. Ver. VII (October. 2016), PP 49-55		
5	Renah, A., and Setyadi, D. (2014) The Influence of Organizational Culture, Working Environment and Educational Training on Motivation and Performance of Government Employees at West Kutai Regency East Kalimantan European Journal of Business and Management www.iiste.org ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) Vol.6, No.30, 2014	Work environment Allen (2001) Motivation Kanfer (1987) Employee Performance Hornby and Sidney (1988)	<ul style="list-style-type: none"> • Thus, it can be concluded there is a significant effect between Working Environment (X2) and Working Motivation (Y1). The positive coefficient indicates a positive relationship. • Thus, it can be concluded there is a significant effect between Working Motivation (Y1) and Performance (Y2). • Thus, it can be concluded that there is a significant effect between Educational Training (X3) and Performance (Y2).

2.1.4 The Influence on Transformational Leadership Style on Employee Performance

1. Hanifa et al. (2014)

This study was conducted by Hanifa et al. (2014). The title of this study was “The Effect of Leadership Style on Motivation to Improve the Employee Performance”. This study used theories from Mulyadi and Rival (2009) for

Leadership style, Umar (1999) for motivation, Wirawan (2009) and Suranta (2002) for employee performance.

Based on the leadership style and motivational work practiced by PT Pelni, it seems obvious that there is a significant relationship between leadership style on employees improved the performance and motivation of all employees within the company. Therefore, the attempts that have been made and the situation made is to be worth maintained. The method used in this study was ANOVA. Upon getting feedback from 78 employees, it is obvious that the company has apparently been successful in motivating its employees to demonstrate good performance. The samples in this study were 78 employees.

2. Turang et al. (2015)

This study was conducted by Turang et al. (2015). The title of this study was "Influence of Leadership Style, Motivation, and Work Discipline on Employee Performance In PT. Dayana Cipta". This study used theories from Suranta (2002) for leadership style, Cahyono et al. (2005) for motivation, and Setiyawan and Waridin (2006) for employee performance.

Leadership style, motivation, and work discipline have significant influences simultaneously on employee performance. Leadership style has a significant influence partially on employee performance. Motivation has a significant influence partially on employee performance. Work discipline has a significant influence partially on employee performance. The methods in this study was reliability test and validity test. 86 employees of PT. Dayana Cipta were surveyed as respondents.

3. Lumbasi et al. (2016)

This study was conducted by Lumbasi et al. (2016). The title of this study was “The Effect of Participative Leadership Style on The Performance of COYA Senior Managers In Kenya”. This study used theories from Negron (2008) for Leadership style, and Menz (2010) for employees performance.

The study established a significant positive effect between application of participative leadership style and the performance of the employee. Based on this, the study concluded that high employee performance is achieved when leaders involve employee’s decision making through constant consultation. The method used in this study was CHI-SQUARE. A census was used to survey the 84 senior managers who reported directly to the CEOs of the 13 companies.

4. Zaenal et al. (2015)

This study was conducted by Zaenal et al. (2015). The title of this study was “Effect of Leadership Style, Motivation, and Giving Incentives on the Performance of Employees PT. Kurnia Wijaya Various Industry”. This study used theories from Wati et al. (2010) for leadership style, Surbakti and Suharnomo (2013) for motivation, and Surbakti and Suharnomo (2013) for employees performance.

The value of multiple correlation coefficient of $R = 0,985a$. It indicated that the degree of correlation between leadership style (X1), motivation (X2), and the provision of incentives (X3) on employee performance (Y) is very strong. The methods in this study were a linear regression, correlation coefficient (R), the coefficient of determination (R^2/R Square), the regression line equation. The population of this study was all employees in the Sales Department MT of PT. Kurnia Wijaya Various Industries, with the number of to 20 people.

5. Almer et al. (2017)

This study was conducted by Almer et al. (2017). The title of this study was “The Effect of Leadership Style on Motivation and Employee Performance: A Study on Employees of PT. Dipo Star Finance of Makassar Branch, South Sulawesi”. This study used theories from Bass in Yukl (2010) for leadership style, Hasibuan (2001) for motivation, and Ainsworth and Smith et al. (2007) for employee performance.

The first hypothesis stated that transformational leadership has a significant effect on work motivation is accepted. transformational leadership has a significant effect on performance is accepted. Work motivation has a significant effect on the performance of employees of PT. Dipo Star Finance Makassar Branch is accepted. The method in this study was explanatory research. Samples used in this study were 57 respondents working at PT. Dipo Star Finance in Makassar Branch.

Table 2.4

The Influence Transformational Leadership Style Employee Performance

No	Journal Identity	Variable and Theory	Conclusion
1	<p>Hanifa et al. (2014)</p> <p>The Effect of Leadership Style on Motivation to Improve the Employee Performance</p> <p>Jurnal Manajemen Transportasi & Logistik (JMTransLog) - Vol. 01 No. 03, November 2014</p>	<p>Leadership style Mulyadi and Rival (2009)</p> <p>Motivation Umar (1999)</p> <p>Employee performance Wirawan (2009) and Suranta (2002)</p>	<p>Based on the leadership style and motivational work practiced by PT Peln, then, it seems obvious that there is a significant relationship between leadership style on employees having improved the performance and motivation of all employees within the company. Therefore, the attempts that have been made and the situation makes is worth maintaining.</p>
2	<p>Turang et al. (2015)</p> <p>Influence Of Leadership Style, Motivation, And Work Discipline On Employee Performance In Pt.Dayana Cipta</p> <p>Jurnal Berkala Ilmiah Efisiensi Volume 15 No. 04 Tahun 2015</p>	<p>Leadership style Suranta (2002)</p> <p>Motivasi Cahyono et al. (2005)</p> <p>Employee performance Setiyawan and Waridin (2006)</p>	<ol style="list-style-type: none"> 1. Leadership style, motivation, and work discipline have significant influences simultaneously on employee performance in PT. Dayana Cipta. 2. Leadership style has a significant influence partially on employee performance in PT. Dayana Cipta. 3. Motivation has a significant influence partially on employee performance in PT. Dayana Cipta. 4. Work discipline has a significant influence partially on employee performance in PT. Dayana Cipta.
3	<p>Lumbasi et al. (2016)</p> <p>The Effect of Participative Leadership Style on The Performance of COYA Senior Managers in Kenya</p>	<p>Leadership style Negrón (2008)</p> <p>Employees Performance Menz (2010)</p>	<p>The study established a significant positive effect between application of participative leadership style and the performance of the employee. Based on this, the study concluded that the high employee performance is achieved when leaders involve</p>

	Research journal's Journal of Management Vol. 4 No. 5 July 2016 ISSN 2347-8217		employee's decision making through constant consultation.
4	Zaenal et al. (2015) Effect of Leadership Style, Motivation, and Giving Incentives on the Performance of Employees PT. Kurnia Wijaya Various Industrie International Education Studies; Vol. 8, No. 10; 2015 ISSN 1913-9020 E-ISSN 1913-9039	Leadership style Wati et al. (2010) Motivation Surbakti and Suharnomo (2013) Employees performance Surbakti and Suharnomo (2013).	The value of multiple correlation coefficient of $R = 0,985a$. It indicated that the degree of correlation between leadership style (X1), motivation (X2), and the provision of incentives (X3) on employee performance (Y) is very strong.
5	Almer et al. (2017) The Effect of Leadership Style on Motivation and Employee Performance: A Study on Employees of Pt. Dipo Star Finance of Makassar Branch, South Sulawesi RJOAS, 1(61), January 2017	Leadership style Bass in Yukl (2010) Motivation Hasibuan (2001) employee performance Ainsworth and Smith et al. (2007)	1. The first hypothesis stating that transformational leadership has a significant effect on work motivation is accepted. 2. Transformational leadership has a significant effect on performance is accepted. 3. Work motivation has a significant effect on the performance of employees of PT. Dipo Star Finance Makassar Branch is accepted.

2.1.5 The Influence on Motivation on Employee Performance

1. Hanifa et al. (2014)

This study was conducted by Hanifa et al. (2014). The title of this study was "The Effect of Leadership Style on Motivation to Improve the Employee

Performance”. This study used theories from Mulyadi and Rival (2009) for leadership style, Umar (1999) for motivation, Wirawan (2009) and Suranta (2002) for employee performance.

Based on the leadership style and motivational work practiced by PT Pelni. Then, it seems obvious that there is a significant relationship between leadership style on employees has improved the performance and motivation of all employees within the company. Therefore, the attempts that have been made and the situation makes is worth to maintain. The method used in this study was ANOVA. Upon getting feedback from 78 employees, it is obvious that the company has apparently been successful in motivating its employees to demonstrate good performance. The samples in this study were 78 employees.

2. Muchtar (2016)

This study was conducted by Muchtar (2016). The title of this study was “The Influence of Motivation and Work Environment on The Performance of Employees”. This study used theories from Basuki and Susilowati (2005) for the work environment, Malthis (2006) for motivation, Mangkuprawira et al. (2007) for employee performance.

Environmental variables significantly influence employee performance. Then simultaneously work motivation and work environment significantly influences employee performance at PGRI University Ronggolawe Tuban. The method used in this study was ANOVA. Then the hypothesis testing was done by spreading the questionnaire to 52 employees of the University PGRI Ronggolawe Tuban.

3. Zaenal et al. (2015)

This study was conducted by Zaenal et al. (2015). The title of this study was “Effect of Leadership Style, Motivation, and Giving Incentives on the Performance of Employees PT. Kurnia Wijaya Various Industrie”. This study used theories from Wati et al. (2010) for leadership style, Surbakti and Suharnomo (2013) for motivation, and Surbakti and Suharnomo (2013) for employees performance.

The value of multiple correlation coefficient of $R = 0,985a$. It indicated that the degree of correlation between leadership style (X1), motivation (X2), and the provision of incentives (X3) on employee performance (Y) is very strong. The method in this study were a linear regression, correlation coefficient (R), and coefficient of determination (R^2/R Square), The regression line equation. The population of this study was all employees in the Sales Department MT of PT. Kurnia Wijaya Various Industries, with the number of 20 people.

4. Almer et al. (2017)

This study was conducted by Almer et al. (2017). The title of this study was “The Effect of Leadership Style on Motivation and Employee Performance: A Study on Employees of PT. Dipo Star Finance of Makassar Branch, South Sulawesi”. This study used theories from Bass in Yukl (2010) for leadership style, Hasibuan (2001) for motivation, and Ainsworth and Smith et al. (2007) for employee performance.

The first hypothesis stated that transformational leadership has a significant effect on work motivation is accepted. Transformational leadership has a significant effect on performance is accepted. Work motivation has a significant effect on the performance of employees of PT. Dipo Star Finance

Makassar Branch is accepted. The method in this study was explanatory research. Samples used in this study were 57 respondents who work at PT. Dipo Star Finance in Makassar Branch.

5. Turang et al. (2015)

This study was conducted by Turang et al. (2015). The title of this study was “Influence of Leadership Style, Motivation, and Work Discipline on Employee Performance in PT. Dayana Cipta”. This study used theories from Suranta (2002) for leadership style, Cahyono et al. (2005) for motivation, and Setiyawan and Waridin (2006) for employee performance.

Leadership style, motivation, and work discipline have significant influences simultaneously on employee performance. Leadership style has a significant influence partially on employee performance. Motivation has a significant influence partially on employee performance. Work discipline has a significant influence partially on employee performance. The method in this study were reliability test and validity test. 86 employees of PT. Dayana Cipta were surveyed as respondents.

Table 2.5

The Influence Motivation toward Employee Performance

No	Journal Identity	Variably and Theory	Conclusion
1	Hanifa et al. (2014) The Effect of Leadership Style on Motivation to Improve the Employee Performance Jurnal Manajemen Transportasi & Logistik	Leadership style Mulyadi and Rival (2009) Motivation Umar (1999) Employee performance Wirawan (2009) and Suranta (2002),	Based on the leadership style and motivational work practiced by PT Peln, it seems obvious that there is a significant relationship between leadership style on employees has improved the performance and motivation of all employees within the company. Therefore, the attempts that have been made and the situation makes it worth to maintain.

	(JMTransLog) - Vol. 01 No. 03, November 2014		
2	Muchtar (2016) The Influence of Motivation and Work Environment on The Performance of Employees Sinergi, Volume 6, Number2 September 2016	Work environment Basuki and Susilowati (2005) Motivation Malthis (2006) Mangkunagara (2010) Employees performance Mangkuprawira et al. (2007)	Environmental variables significantly influence employee performance. Then, simultaneously work motivation and work environment significantly influence employee performance at PGRI University Ronggolawe Tuban.
3	Zaenal et al. (2015) Effect of Leadership Style, Motivation, and Giving Incentives on the Performance of Employees PT. Kurnia Wijaya Various Industrie International Education Studies; Vol. 8, No. 10; 2015 ISSN 1913-9020 E-ISSN 1913-9039	Leadersip style Wati et al. (2010) Motivation Surbakti and Suharnomo (2013) Employees performance Surbakti and Suharnomo (2013).	The value of multiple correlation coefficient of $R = 0,985a$, it indicated that the degree of correlation between leadership style (X1), motivation (X2), and the provision of incentives (X3) on employee performance (Y) is very strong.
4	Almer et al. (2017) The Effect of Leadership Style on Motivation and Employee Performance: A Study on Employees of PT. Dipo Star Finance of Makassar Branch, South Sulawesi RJOAS, 1(61), January 2017	Leadership style Bass in Yukl (2010) Motivation Hasibuan (2001) employee performance Ainsworth and Smith et al. (2007)	1. The first hypothesis stating that transformational leadership has a significant effect on work motivation is accepted. 2. Transformational leadership has a significant effect on performance is accepted. 3. Work motivation has a significant effect on the performance of employees of PT. Dipo Star Finance Makassar Branch is accepted.
5	Turang et al. (2015) Influence of Leadership Style, Motivation, and Work Discipline on	Leadership style Suranta (2002) Motivasi Cahyono et al. (2005)	1. Leadership style, motivation, and work discipline have significant influence simultaneously on employee performance in PT. Dayana Cipta.

	Employee Performance in PT.Dayana Cipta Jurnal Berkala Ilmiah Efisiensi Volume 15 No. 04 Tahun 2015	Employee performance Setiyawan and Waridin (2006)	2. Leadership style has a significant influence partially on employee performance in PT. Dayana Cipta. 3. Motivation has a significant influence partially on employee performance in PT. Dayana Cipta. 4. Work discipline has a significant influence partially on employee performance in PT. Dayana Cipta.
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2.1.6 Influence Work Environment toward Employee Performance Through Motivation

1. Muchtar (2016)

This study was conducted by Muchtar (2016). The title of this study was “The Influence of Motivation and Work Environment on The Performance of Employees”. This study used theories from Basuki and Susilowati (2005) for the work environment, Malthis (2006) for motivation, and Mangkuprawira et al. (2007) for employee performance.

Environmental variables significantly influence employee performance. Then, simultaneously work motivation and work environment significantly influence employee performance at PGRI University Ronggolawe Tuban. The method used in this study was ANOVA. Hypothesis testing was done by spreading the questionnaire to 52 employees of the University PGRI Ronggolawe Tuban.

2. Riyanto et al. (2017)

This study was conducted by Riyanto et al. (2017). The title of this study was “The Impact of Working Motivation and Working Environment on Employees Performance in Indonesia Stock Exchange”. This study used theories

from Surjosuseno (2015) for work environment, Sedarmayanti (2012) for motivation Riyanto (2002) and Jayaweera (2015) for employee performance.

The correlation between work motivation and employee performance has the smallest or no dominant relationship especially the relationship between award and co-operation. Based on the correlation between working environment and employee performance, the dimension that has the greatest or the most closely ties in effect is the relationship between the dimensions of the physical environment and the initiative. The method used in this study was SPSS, T-test, & F test. The sampling technique based on the calculation of Slovin found 150 respondents with a probability sampling with the type of simple random sampling.

3. Renah and Setyadi (2014)

This study was conducted by Renah and Setyadi (2014). The title of this study was “The Influence of Organizational Culture, Working Environment and Educational Training on Motivation and Performance of Government Employees at West Kutai Regency East Kalimantan”. This study used theories from Allen (2001) for work environment, Kanfer (1987) for motivation, and Hornby and Sidney (1988) for employee performance.

Thus, it can be concluded that there is a significant effect between Working Environment (X2) and Working Motivation (Y1). The positive coefficient indicated a positive relationship. Thus, it can be concluded that there is a significant effect between Working Motivation (Y1) and Performance (Y2). Thus, it can be concluded there is significant effect between Educational Training

(X3) and Performance (Y2). The method used in this study was SPSS. The samples in this study were 238 villages.

4. Mangkunegara and Agustine (2016)

This study was conducted by Mangkunegara and Agustine (2016). The title of this study was "Effect of Training, Motivation and Work Environment on Physicians' Performance". This study used theories from Armstrong (2009) for work environment, Hasibuan (2007) for motivation, and Armstrong (2009) for employee performance.

Training has no significant effect on physicians' performance at X hospital. Motivation has a significant effect on physicians' performance at X hospital. Work environment has a significant effect on physicians' performance at X hospital. Motivation and work environment has a significant effect simultaneously on physicians' performance at X hospital. The methods used in this study were validity and reliability instrument test, normality test, multicollinearity test, heteroscedasticity test, F and t hypothesis test. The sample size was 84 targeting physicians as respondents.

5. Aluf et al. (2017)

This study was conducted by Aluf et al. (2017). The title of this study was "Assessing the Impact of Motivation, Job Satisfaction, and Work Environment on the Employee Performance in Healthcare Services". This study used theories from Kohun (2002) for the work environment, Bright (2000) for motivation, and Azar and Shafighi (2013) for employee performance.

The empirical result indicated that motivation, job satisfaction, and work environment have a positive and significant effect on their performance.

This research could be classified as explanatory research. By using the census sampling method, the samples of this research were all the employees of asembagus regional public particularly in hospitalization department with the number of 49 persons.

Table 2.6

The Influence of Work Environment toward Employee Performance through Motivation

No	Journal Identity	Variably and Theory	Conclusion
1	Muchtar(2016) The Influence of Motivation and Work Environment on The Performance of Employees Sinergi, Volume 6, Number2 September 2016	Work environment Basuki and Susilowati (2005) Motivation Malthis (2006) Mangkunagara (2010) Employees performance Mangkuprawira et al. (2007)	Environmental variables significantly influence employee performance. Then simultaneously work motivation, and work environment significantly influence employee performance at PGRI University Ronggolawe Tuban.
2	Riyanto et al. (2017). The Impact of Working Motivation and Working Environment on Employees Performance in Indonesia Stock Exchange International Review of Management and Marketing, 2017, 7(3), 342-348.	Work environment (Surjosuseno, 2015) Motivation Sedarmayanti (2012) Employee performance Riyanto (2002) Jayaweera (2015)	1. The correlation between work motivation and employee performance has the smallest or no dominant relationship especially relationship between award and co-operation. 2. Based on the correlation between working environment and employee performance, the dimension that has the greatest or the most closely ties in effect is the relationship between the dimensions of the physical environment and the initiative.
3	Renah and Setyadi (2014)	Work environment Allen (2001) Motivation	1. Thus, it can be concluded that there is a significant effect between Working Environment (X2) and Working Motivation (Y1). The positive

	<p>The Influence of Organizational Culture, Working Environment and Educational Training on Motivation and Performance of Government Employees at West Kutai Regency East Kalimantan</p> <p>European Journal of Business and Management www.iiste.org ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) Vol.6, No.30, 2014</p>	<p>Kanfer (1987)</p> <p>Employee Performance Hornby and Sidney (1988)</p>	<p>coefficient indicated a positive relationship.</p> <p>2. Thus, it can be concluded that there is a significant effect between Working Motivation (Y1) and Performance (Y2).</p> <p>3. Thus, it can be concluded that there is a significant effect between Educational Training (X3) and Performance (Y2).</p>
4	<p>Mangkunegara and Agustine (2016)</p> <p>Effect of Training, Motivation and Work Environment on Physicians' Performance</p> <p>Academic Journal of Interdisciplinary Studies MCSER Publishing, Rome-Italy Vol 5 No 1 March 2016</p>	<p>Work environment Armstrong (2009)</p> <p>Motivation Hasibuan (2007)</p> <p>Employee performance Armstrong (2009)</p>	<p>1. Training has no significant effect on physicians' performance at X hospital.</p> <p>2. Motivation has a significant effect on physicians' performance at X hospital.</p> <p>3. Work environment has a significant effect on physicians' performance at X hospital.</p> <p>4. Motivation and work environment have a significant effect simultaneously on physicians' performance at X hospital.</p>
5	<p>Aluf et al.(2017)</p> <p>Assessing The Impact of Motivation, Job Satisfaction, and Work Environment on the employee Performance in Healthcare Services</p> <p>INTERNATIONAL JOURNAL OF SCIENTIFIC &</p>	<p>Work environment Kohun (2002). Sedarmayanti (2003)</p> <p>Motivation Bright (2000) Seth (2003)</p> <p>Employee performance (Azar and Shafighi, 2013).</p>	<p>The empirical result indicated that motivation, job satisfaction, and work environment have a positive and significant effect on their performance.</p>

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2.1.7 The Influence of Transformational Leadership Style toward Employee

Performance through Motivation

1. Hanifa et al. (2014)

This study was conducted by Hanifa et al. (2014). The title of this study was “The Effect of Leadership Style on Motivation to Improve the Employee Performance”. This study used theories from Mulyadi and Rival (2009) for leadership style, Umar (1999) for motivation, Wirawan (2009), and Suranta (2002) for employee performance.

Based on the leadership style and motivational work practiced by PT Pelni, then, it seems obvious that there is a significant relationship between leadership style on employees has improved the performance and motivation of all employees within the company. Therefore, the attempts that have been made and the situation makes it worth to maintain. The method used in this study was ANOVA. Upon getting feedback from 78 employees, it is obvious that the company has apparently been successful in motivating its employees to demonstrate good performance. The samples in this study were 78 employees.

2. Turang et al. (2015)

This study was conducted by Turang et al. (2015). The title of this study was “Influence of Leadership Style, Motivation, and Work Discipline on Employee Performance in PT. Dayana Cipta”. This study used theories from

Suranta (2002) for leadership style, Cahyono et al. (2005) for motivasi, and Setiyawan and Waridin (2006) for employee performance.

Leadership style, motivation, and work discipline have significant influences simultaneously on employee performance. Leadership style has a significant influence partially on employee performance. Motivation has a significant influence partially on employee performance. Work discipline has a significant influence partially on employee performance. The method in this study were reliability test and validity test. 86 employees of PT. Dayana Cipta were surveyed as respondents.

3. Zaenal et al. (2015)

This study was conducted by Zaenal et al. (2015). The title of this study was "Effect of Leadership Style, Motivation, and Giving Incentives on the Performance of Employees-PT. Kurnia Wijaya Various Industries". This study used theories from Wati et al. (2010) for leadership style, Surbakti and Suharnomo (2013) for motivation, and Surbakti and Suharnomo (2013) for employees performance.

The value of multiple correlation coefficient of $R = 0,985a$. It indicated that the degree of correlation between leadership style (X1), motivation (X2), and the provision of incentives (X3) on employee performance (Y) is very strong. The method in this study was a linear regression, correlation coefficient (R), the coefficient of determination (R^2/R Square), the regression line equation. The population of this study was all employees in the Sales Department MT of PT. Kurnia Wijaya Various Industries, with the number of 20 people.

4. Almer et al. (2017)

This study was conducted by Almer et al. (2017). The title of this study was “The Effect of Leadership Style on Motivation And Employee Performance: A Study on Employees of PT. Dipo Star Finance of Makassar Branch, South Sulawesi”. This study used theories from Bass in Yukl (2010) for leadership style, Hasibuan (2001) for Motivation, and Ainsworth and Smith et al. (2007) for employee performance.

The first hypothesis stating that transformational leadership has a significant effect on work motivation is accepted. Transformational leadership has a significant effect on performance is accepted. Work motivation has a significant effect on the performance of employees of PT. Dipo Star Finance Makassar Branch is accepted. The method in this study was explanatory research. Samples used in this study were 57 respondents who work at PT. Dipo Star Finance in Makassar Branch.

5. Febiningtyas and Ekaningtias (2014)

This study was conducted by Khan and Nawaz (2016). The title of this study was “The Effect of Leadership, Motivation, and Work Discipline on the Employees’ Performance of the Finance Section in the Regional Working Unit in Tulungagung Regency”. This study used theories from Yukl (1994) for Leadership, Hasibuan (2003) for motivation, and Murty and Hudiwinarsih (2012) for employee performance.

The first hypothesis has accepted that leadership and motivation affect employee performance, with the significance value of $0.012 < 0.05$. The second hypothesis is rejected that motivation does not affect employee performance, with a significance level of $0.734 > 0.05$. The third hypothesis is accepted that work

discipline affects employee performance, with a significance value of $0.000 < 0.05$. The methods in this study were the reliability test and normality test. The characteristics of respondents include the gender ratio, which is almost balance, university graduates (S1) in the majority of age between 30 – 40 years, and work period which is less than or equal to 10 years.

Table 2.7

The Influence of Transformational Leadership Style toward Employee Performance through Motivation

No	Journal identity	Variably and Theory	Conclusion
1	<p>Hanifa et al. (2014)</p> <p>The Effect of Leadership Style on Motivation to Improve the Employee Performance</p> <p>Jurnal Manajemen Transportasi & Logistik (JMTransLog) - Vol. 01 No. 03, November 2014</p>	<p>Leadership style Mulyadi and Rival (2009)</p> <p>Motivation Umar (1999)</p> <p>Employee performance Wirawan (2009) and Suranta (2002)</p>	<p>Based on the leadership style and motivational work practiced by PT Peln, then, it seems obvious that there is a significant relationship between leadership style on employees has improved the performance and motivation of all employees within the company. Therefore, the attempts that have been made and the situation makes is worth to maintain.</p>
2	<p>Turang et al. (2015)</p> <p>Influence of Leadership Style, Motivation, and Work Discipline on Employee Performance in PT. Dayana Cipta</p> <p>Jurnal Berkala Ilmiah Efisiensi Volume 15 No. 04 Tahun 2015</p>	<p>Leadership style (Suranta, 2002)</p> <p>Motivasi Cahyono et al. (2005)</p> <p>Employee performance Setiyawan and Waridin (2006)</p>	<p>1. Leadership style, motivation, and work discipline have significant influences simultaneously on employee performance in PT. Dayana Cipta.</p> <p>2. Leadership style has a significant influence partially on employee performance in PT. Dayana Cipta.</p> <p>3. Motivation has a significant influence partially on employee performance in PT. Dayana Cipta.</p> <p>4. Work discipline has a significant influence partially on employee performance in PT. Dayana Cipta.</p>

3	<p>Zaenal et al. (2015)</p> <p>Effect of Leadership Style, Motivation, and Giving Incentives on the Performance of Employees PT. Kurnia Wijaya Various Industrie</p> <p>International Education Studies; Vol. 8, No. 10; 2015 ISSN 1913-9020 E-ISSN 1913-9039</p>	<p>Leadersip style Wati et al. (2010)</p> <p>Motivation Surbakti and Suharnomo (2013)</p> <p>Employees performance Surbakti and Suharnomo (2013).</p>	<p>The value of multiple correlation coefficient of $R = 0,985a$, it indicated that the degree of correlation between leadership style (X1), motivation (X2), and the provision of incentives (X3) on employee performance (Y) is very strong.</p>
4	<p>Almer et al. (2017)</p> <p>The Effect of Leadership Style on Motivation and Employee Performance: A Study on Employees of PT. Dipo Star Finance of Makassar Branch, South Sulawesi</p> <p>RJOAS, 1(61), January 2017</p>	<p>Leadership style Bass in Yukl (2010)</p> <p>Motivation Hasibuan (2001)</p> <p>Employee performance Ainsworth and Smith et al. (2007)</p>	<ol style="list-style-type: none"> 1. The first hypothesis stating that transformational leadership has a significant effect on work motivation is accepted. 2. Transformational leadership has a significant effect on performance is accepted. 3. Work motivation has a significant effect on the performance of employees of PT. Dipo Star Finance Makassar Branch is accepted.
5	<p>Febiningtyas and Ekaningtias (2014)</p> <p>The Effect of Leadership, Motivation, and Work Discipline on the Employees' Performance of the Finance Section in the Regional</p>	<p>Leadership (Yukl 1994)</p> <p>Motivation Hasibuan (2003)</p> <p>Employee performance Murty and Hudiwinarsih (2012)</p>	<ol style="list-style-type: none"> 1. The first hypothesis is accepted that leadership and motivation affect employee performance, with the significance value of $0.012 < 0.05$. 2. The second hypothesis is rejected that motivation does not affect employee performance, with a significance level of $0.734 > 0.05$. 3. The third hypothesis is accepted that work discipline affects employee performance, with a significance value of $0.000 < 0.05$.

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Table 2.8
Theories from the Previous Study

Variables	Journal	Theory	Indicators	Chosen theory
Transformational Leadership Style (X1)	Khan and Nawaz (2016)	Avolio and Bass (2004)	Transformational <ul style="list-style-type: none"> • Charismatic • Inspirational motivation • Intellectual Stimulation • Individualized consideration Transactional Leadership <ul style="list-style-type: none"> • Contingent rewards • Contingent punishments • Management-by-exception (active) • Management by exception (passive) 	Kibaara (2002) Transformational <ul style="list-style-type: none"> • <i>Idealized Influence</i> • <i>Inspirational Motivation</i> • <i>Intellectual Stimulation</i> • <i>Individualized Consideration</i> The researcher wants to use this theory because this theory is common to use in the leadership style study
	Almer et al. (2017)	Transformational Kibaara (2002) Transactional Gary Yukl (2004)	Transformational Leadership <ul style="list-style-type: none"> • The idealized influence • Individualized consideration • Inspirational motivation • The intellectual stimulation Transactional <ul style="list-style-type: none"> • Contingent Reward 	

			<ul style="list-style-type: none"> • Active Exception Management • Passive Exception Management 	
	Zaenal et al. (2015)	Yukl (2005)	<ul style="list-style-type: none"> • Characteristics approach • Behavioral approaches • Approach the power-influence • Wide approach situational 	
Work environment (X2)	Muchtar (2016)	Sedarmayanti (2001)	Physical Non-physical	<p>Sedarmayanti (2001)</p> <ul style="list-style-type: none"> • Physical • Non-physical <p>The researcher wants to use this theory because this theory is common to use in work environment studies</p>
	Riyanto et al. (2017)	Sedarmayanti (2012)	Physical Non-physical.	
	Putra and Sari(2017)	Sedarmayanti. (2011)	Physical Non-Physical	
	Musriha (2011)	Timpe (1999)	<ul style="list-style-type: none"> • Responsibility • Coordination • Team spirit • Reward • Standards • Organizational clarity 	
Motivation (Z)	Muchtar(2016)	Maslow's, A. (1943)	<ul style="list-style-type: none"> • Physiological need • Safety-need • Social-need • Esteem-need • Self-actualization need. 	<p>Winardi (2002)</p> <ul style="list-style-type: none"> • <i>Existence Needs</i> • <i>Relatedness Needs</i> • <i>Growth Needs</i> <p>The researcher wants to use this</p>
	Almer et al. (2017)	Winardi (2002)	<ul style="list-style-type: none"> • Existence Needs • Relatedness Needs • Growth Needs 	

	Riyanto et al. (2017)	Maslow, A (1943)	<ul style="list-style-type: none"> • Physiological • Security • Social Choice • Esteem Needs • Self Actualization 	theory because this theory is common to use in motivation studies
	Musriha (2011)	Luthans (2006)	<ul style="list-style-type: none"> • Physiological • psychological 	
Employee performance (Y)	Khan and Nawaz (2016)	Dvir et al. (2002)	<ul style="list-style-type: none"> • The efficiency • Effectiveness • Innovativeness • Responsiveness 	Mathis and Jackson (2006) <ul style="list-style-type: none"> • Quantity • Quality • Reliability • Presence • The ability to work together
	Muchtar(2016)	Mathis and Jackson (2006)	<ul style="list-style-type: none"> • Quantity • Quality • Reliability • Presence • The ability to work together 	
	Almer et al (2017)	Bernaddin and Russel (1993)	<ul style="list-style-type: none"> • Quality of Work • Quantity of Work 	The researcher wants to use this theory because this theory is common to use in employee performance studies
	Riyanto et al. (2017)	Mangkunegara (2011)	<ul style="list-style-type: none"> • Quality of work • Quantity of work • Responsibility • Co-operation • Initiatives 	
	Putra and Sari (2017)	Sedarmayanti (2011)	<ul style="list-style-type: none"> • Quality of Work • Quantity of Work • Timeliness • Organisation of Work 	

2.2 Literature review

2.2.1 Human Resource Management

2.2.1.1 Definition

According to Snell and Bohlander (2012), human resources management is the process of managing human talent to achieve an organization's objectives. Human

resources management involves a wide variety of activities, including analyzing a company's competitive environment and designing jobs so that a firm's strategy can be successfully implemented to beat the competition Snell and Bohlander (2012).



2.2.1.2 Practice

According to Snell and Bohlander (2012), a process of managing people or human talent to achieve organization objective is what HR does in the organization, and the practice is as follows:

1. Human Resource Management planning

HR planning is the process of anticipating and providing for the movement of people into the organization. Job analysis is the process to collect, evaluate and organization information. Job design is a determination of working activities of individual or organization to make organization efficient and employee satisfaction.

2. Recruitment

Recruitment is the process of finding and hiring a suitable candidate from internal or outside of the organization to fulfill the empty position. Internal or external recruitment have their own advantages and disadvantages. For the internal recruitment, the advantages are the minimum cost, time efficiency and possibility of career opportunities. However, it will make the organization does not grow much because there is no innovation among the employees. For the external recruitment, it will make new ideas from new employees. However, it will be more costly, and the new employees will take some time for adaptation.

3. Selection

Selection is the process of choosing individuals who have relevant qualifications to fill existing or projected job openings. The selection process should start with a job analysis. Research showed that complete and clear job specifications help interviewers differentiate between qualified and unqualified

applicants and reduce the effect of an interviewer's biases and prejudices. The number of steps in the selection process and their sequence will vary, not only with the organization but also with types and levels of jobs to be filled.

4. Training and Development

Training and development are two processes for developing human resources in the organization. Training is for a short-term objective while the development focuses for the future objective. The types of training given to employees ranged from the simple, on-the-job in structure to sophisticated skills training conducted on multimillion-dollar simulators. When designing a training program, managers must consider the two fundamental preconditions for learning, which are readiness and motivation of trainees.

5. Performance Appraisal Programs

Performance appraisal programs served many purposes, but in general, the purposes can be clustered into two categories which are administrative and developmental. The administrative purposes include a decision about who will be promoted, transferred or laid off. Appraisal is also conducted to make compensation decisions. Developmental decisions include those related to improving and enhancing an individual's capabilities. These include identifying a person's strengths and weaknesses, eliminating external performance obstacle, and establishing training needs.

6. Compensation

The basis on which compensation payments are determined and the way they are administered can significantly affect employees' productivity and the achievement of organizational goals. Internal influences include the employer's compensation policy, worth of the job, the performance of the employee, and

employer's ability to pay. External factors influencing pay rates include labor market conditions, area pay rates, cost of living, outcomes of collective bargaining, and legal requirements. The effectiveness of a compensation system can be assessed by using a compensation scorecard. The scorecard collects and displays where all departments and/or functions sit in terms of their relative compensation.

2.2.2 Transformational Leadership Style

2.2.2.1 Definition

According to Stoner (1996), leadership style is a variety of behavior pattern preferred by leaders in the process of directing and influencing workers. Ivansevich and Matteson (2008) stated that leadership is the ability to use the influence of the environment or situation of the organization to produce a meaningful effect and environment impact on the achievement of challenging objectives.

2.2.2.2 Importance

Mulyadi and Rival (2009) mentioned that leaders in their leadership era need to think as well as to demonstrate leadership styles. By having a certain leadership style, then, an employer will be able to affect the performance of employees in an organization. In other words, leadership style plays an important role in running the organization.

The transformational leadership gives a kind of vision which elevates the working potential and commitment of the followers/employees to achieve the high valued tasks to yield a maximum output Avolio and Bass (2004). The transactional leadership analyzed the impact of transactional leadership in a relationship with employees' performance Khan and Nawaz (2016).

2.2.2.3 Components

According to Khan and Nawaz (2016), there are four attributes of transformational leadership style namely the idealized influence, individualized consideration, inspirational motivation, and intellectual stimulation. There are four attributes of transactional leadership style namely the contingent rewards, contingent punishments, management by exception (active) and management by exception (passive).

2.2.3 Work Environment

2.2.3.1 Definition

The work environment is one of the most important things in supporting the motivation of nurse while in the hospital. As mentioned by Rahmawati et al. (2014) creating a good working environment atmosphere is by creating good relationships/interactions among employees so that the working atmosphere created will be more comfortable and harmonious. As a result, employees will have more spirit to improve their performance. Saydam (2000) interpreted the work environment as "the entire work infrastructure that is around employees who are doing the work that can affect the work itself".

2.2.3.2 Importance

The work environment is one of the most important things in supporting the motivation of nurse in the hospital. Work environment also has an important role in determining employee performance. It includes material and psychological conditions existing within the organization. A comfortable work environment that complies a decent standard will contribute to employees comfort in performing their duties (Mangkunegara and Agustine, 2016). Moreover, work environment influences significantly to performance through

motivation that research findings indicated that the work environment influences significantly to performance through motivation (Rahardjo, 2014).

2.2.3.3 Component

According to Sedarmayanti (2009), there are two kinds of physical and non-physical work environments. A physical work environment is all physical circumstances that exist around the workplace where it can affect the work of employees either directly or indirectly. According to Rahmawanti et al. (2014), the following are the elements of the physical work environment: lighting, air circulation, color, hygiene, and security. According to Nitisemito (2000), non-physical work environment also reflects the conditions that support the cooperation between the level of superiors with subordinates and fellow co-workers who have the status of the same position in the company.

2.2.4 Motivation

2.2.4.1 Definition

According to Rivai (2004), motivation is a set of attitudes and values that affect the individual to achieve the specific goals in accordance with the individual goals. Motivation is the driving force which leads individuals to want to act, perform, or do something without pressure or manipulation (Smith et al., 2015).

According to Mangkunegara (2000), motivation can also be said as energy to arise self-motivation and motivation is a condition that moves employees to be able to meet the purpose of the motive. The motive itself is an impulse of need in the employee that needs to be met so that the employee can adjust to the environment.

2.2.4.2 Importance

According to Bhatti et al. (2016), they believed that employees with low levels of motivation are most likely to concentrate on their job, shirk their duties and responsibilities, deceive their supervisors and leave the organization provided with another opportunity. However, motivated employees are more loyal, innovative and productive, and they yield- quality results for work that they readily engage in.

According to Rivai (2004), motivation can trigger employees to work hard so as to achieve their goals, this will increase employee productivity and affect the achievement of corporate goals. Motivation is also useful to change employee behavior in accordance with the wishes of the company (Kadarisman, 2013).

2.2.4.3 Components

According to Snelgar et al. (2017), there are two main categories of motivation, namely extrinsic and intrinsic motivations. According to Gungor (2011), extrinsic motivation is explained by the variable of financial reward and Intrinsic motivation is explained by the variable of non-financial rewards.

According to Kadarisman (2013), the intrinsic motivation includes needs, goals, attitude, and abilities, while extrinsic motivation consists of salary, job security, co-workers, supervision, praise and job itself.

2.2.5 Performance

2.2.5.1 Definition

According to Mangkunegara (2000), performance is the result of the quality and quantity achieved with the responsibility given to it. The factors that affect performance achievement are the factors of ability and motivation. According to Rivai (2004), performance is a function of motivation and ability.

To accomplish a person's task or job should have a certain degree of willingness and level of ability.

2.2.5.2 Importance

According to Rivai (2004), performance is the real behavior displayed by everyone as the performance produced by employees in accordance with their role in the company. Employee performance is a very important thing in the company's efforts to achieve its goals.

According to Febrianti et al. (2014), to form a good performance requires the ability and motivation of employees. If a company has employees or human resources with the qualified ability automatically the employee performance impacts on the company that can penetrate the target that has been determined so as not to harm the company.

2.2.5.3 Components

According to Gungor (2011), performance of employees includes: quantity of output, quality of output, and timeless. In addition, Dharma (2003) stated that performance standards include:

- The quantity of work results, it is related to the amount to be completed or achieved. Quantitative measurement involves calculating the output of the process or the execution of the activity, related to the amount of output produced.
- The quality of work results, it is related to the quality that must be produced (good or not). The qualitative measurement of the output reflects the measurement of "satisfaction level". How well the statement is.

- On time is not in accordance with the planned time. Timelines measurement is a special type of qualitative measurement that determines the timeliness of completion of an activity.

2.3 The Relationship among Variables and Hypotheses

2.3.1 The Relationship between Transformational Leadership Style toward Motivation

Leadership style has an impact to motivation According to Lin, & Chuang (2014), The correlations between the above two leadership styles and the learning motivation of students are both “moderate to a good relationship” (Hanifah et al, 2014). Then, it seems obvious that there is a significant relationship between the leadership style and motivational work practiced by PT. Pelni (Elqadri et al, 2015). The value of the multiple correlation coefficient of $R = 0,985a$. It indicated that the degree of correlation between leadership style and motivation is very strong. According to Turang et al. (2015), leadership style has a significant influence partially on motivation in PT. Dayana Cipta. According to Febiningtyas and Ekaningtias (2014), the test result of the effect of leadership variable on motivation showed that the leadership variable has a significant effect on motivation with the significance value.

H1: There is a significant relation between transformational leadership style and motivation.

2.3.2 The Relationship between Work Environment toward Motivation

Work environment impacts on motivation according to Renah, and Setyadi (2014) It can be concluded that there is a significant effect between Working Environment and Working Motivation. According to Muchtar (2016), simultaneously the motivation significantly influence motivation. According to Aluf et al. (2017), the empirical result indicated that the work environment has a

positive and significant effect on motivation. According to Musriha (2011), the work environment significantly influences the motivation of cigarette rollers in Kudus District, Central Java Province. According to Mangkunegara (2016), work environment has a significant effect on physicians' motivation at X hospital.

H2: There is a significance relation between work environment and motivation.

2.3.3 The Relationship between Transformational Leadership style toward Employee Performance

Leadership style has an impact on employee performance (Hanifah et al. 2014). There is a significant relationship between leadership style on employees having improved the performance of all employees within the company. According to Nawaz (2017), leadership style related to employee performance both styles have a significant impact on individual performance. According to Lumbasi et al. (2016), the study established a significant positive effect between application of participative leadership style and the performance of the employee. According to Turang et al. (2015), leadership style has a significant influence partially on employee performance in PT. Dayana Cipta. According to Febiningtyas and Ekaningtias (2014), the first hypothesis is accepted that leadership affects employee performance with the significance value.

H3: There is a significant relation between transformational leadership style and employee performance.

2.3.4 The Relationship between Work Environment toward Employee Performance

Work environment impacts on employee performance Muchtar (2016). Partially working environment significantly influences the performance of employees at University of PGRI Ronggolawe Tuban. According to Riyanto et

al, (2017), the work environment has the greatest relationship or most closely related to employee performance. According to Putra and Sari (2017), the results of the study showed significant results that the work environment affects employee performance. According to Taty and Basir (2016), work environment has a direct and significant influence on employee performance. According to Mangkunegara (2016), work environment has a significant effect on physicians' performance at X hospital.

H4: There is a significance relation between work environment and employee performance.

2.3.5 The Relationship between Motivation and Employee Performance

Motivation impacts on employee performance Mangkunegara (2016). Motivation has a significant effect on physicians' performance at X hospital. According to Turang et al. (2015), motivation has a significant influence partially on employee performance in PT. Dayana Cipta. According to Renah and Setyadi (2014), it can be concluded that there is a significant effect between working motivation and performance. According to Musriha (2011), the job motivation significantly affects the job performance of cigarette rollers in Kudus District, Central Java Province. Aluf et al, (2017) stated that motivation has a positive and significant effect on their performance.

H5: There is a significanct relation between motivation and employee performance.

2.3.6 The Relationship between Transformational Leadership Style and Performance through Motivation

According to Hanifah et al. (2014), there is a significant relationship between leadership style on employees having improved the performance and motivation of all employees within the company. According to Nawaz (2017), there is a need of shared leadership styles which contains the mixture of attributes of both styles to motivate and encourage their employees. Elqadri et al. (2015) stated that degree of correlation between leadership style and motivation on employee performance is very strong. According to Almer et al. (2017), this study showed significant, concluding that leadership style and motivation directly influence the performance of employees of PT. Star Finance Dipo. Turang et al. (2015) stated that leadership style and motivation have significant influence simultaneously on employee performance in PT. Daya Cipta.

H6: There is a significant relation between transformational leadership style and employee performance through motivation.

2.3.7 The Relationship between Work Environment and Performance through Motivation

The work environment has a positive influence on employee performance through motivation Muchtar (2016). Simultaneously the motivation and the working environment significantly influence employee performance. According to Renah and Setyadi (2014), there is a significant influence between the work environment and work motivation on employee performance. The positive coefficient showed a positive relationship. According to Mangkunegara (2016), motivation and work environment have a significant effect simultaneously on physicians' performance at X hospital. According to Aluf et al. (2017), the empirical result indicated that motivation and work environment have a positive

and significant effect on their performance. Based on Riyanto et al. (2017), the correlation between the work environment and motivation has a significant effect on employee performance.

H6: There is a significant relation between work environment and employee performance through motivation.

2.4 Research Hypotheses

2.4.1 There is a positive influence relation between transformational leadership style and motivation.

2.4.2 There is a positive influence relation between work environment and motivation.

2.4.3 There is a positive influence relation between transformational leadership style and employee performance.

2.4.4 There is a positive influence relation between work environment and employee performance.

2.4.5 There is a positive influence relation between motivation and employee performance.

2.4.6 There is a positive influence relation between transformational leadership style and employee performance through motivation.

2.4.7 There is a positive influence relation between work environment and employee performance through motivation.

2.5 Research Framework

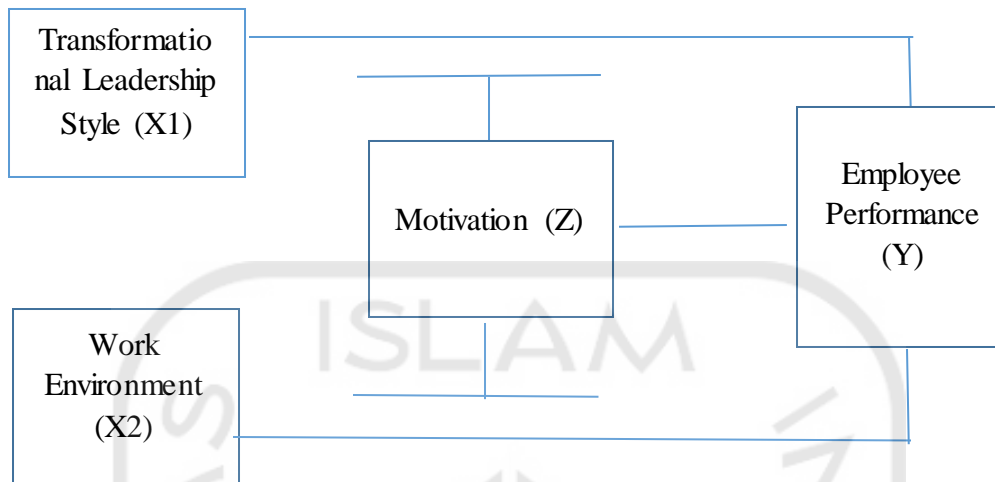


Figure 2.1 Research Framework

Explanation :

Independent Variable (X1) : Transformational Leadership Style

Independent Variable (X2) : Work Environment

Dependent Variable (Y) : Employee Performance

Intervening Variable (Z) : Motivation