

THE INFLUENCE OF LEADERSHIP STYLE, WORK ENVIRONMENT AND COMPETENCE ON EMPLOYEE PERFORMANCE AND EMPLOYEE MOTIVATION AS INTERVENING VARIABLES IN THE ADMINISTRATIVE AFFAIRS OF THE SUPREME COURT REPUBLIC OF INDONESIA

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ABSTRACT

This research analyzes the influence of Leadership Style, Work Environment and Competence on Employee Performance and Employee Motivation as Intervening Variables at the Administrative Affairs Agency of the Supreme Court of the Republic of Indonesia. The research method uses descriptive quantitative and statistical tools using Structural Equation Modeling (SEM). The results showed that Leadership Style had a positive and insignificant effect on Employee Motivation. Work Environment and Competence have a positive and significant effect on Employee Motivation. Leadership Style and Work Environment have a negative and insignificant effect on Employee Performance. Competence has a positive and significant effect on Employee Performance. Leadership Style, Work Environment and Competence have a positive and significant impact on Employee Performance through Employee Motivation.

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1. INTRODUCTION

The effects of leadership are behavioral norms used by a person when trying to influence the behavior of others. Leadership is appropriate when organizational goals have been communicated and subordinates have accepted them. A leader must apply leadership to manage his subordinates, because a leader will greatly affect the success of the organization in achieving its goals (Waridin and Bambang Guritno, 2005). Leadership without organization, self-actualization cannot be expressed optimally. Even the managerial ability of individuals to mobilize people to carry out group activities is not visible. On the other hand, without leadership, group activities will not be directed and the achievement of goals will not be easier and more effective. Rensis Likert in Abdullah (2008), introduces four leadership styles (absolute ruler, semi-absolute, advisor, and inviter as well). This study then identified a relationship (both correlational and predictive) between the use of leadership behavior and employee performance, employee job satisfaction and organizational commitment. This study supports a positive relationship between the use of leadership behavior with employee performance, employee job satisfaction and organizational commitment.

The work environment is something that is very easily felt by everyone in doing their work. A conducive work environment gives a sense of safe and allows employees to work optimally. The work environment is everything that around the workers and who can influence him in carry out the tasks assigned to him (Alex S. Nitisemito, 2006). Environment work can affect employee emotions. If the employee likes the work environment in which he works, the employee will feel at home in work place to carry out activities so that work time used effectively and optimistically, employee performance is also high. The work environment includes the working relationship formed between among employees and the working relationship formed between fellow employees, working relations between subordinates and superiors as well as the physical environment in which employees work (Mardiana, 2005). The work environment is divided into two, namely the physical and non-physical work environment (Sedarmayanti, 2007). Organizations should be able to reflect the conditions of the work environment that support cooperation between the levels of superiors, subordinates or who have the same position status in the organization. The conditions that should be created are a family atmosphere, communication good behavior and self-control (Nitisemito, 2012). Employees will work optimally if the environment

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comfortable and supportive work because employees are satisfied with the environment existing jobs (Robbins, 2008).

In performance management (Armstrong, 1994, in Surya Dharma, 2012) the term competence refers to the behavioral dimension of a behavioral role that is required by a person to be able to carry out his work satisfactorily. Surya Dharma (2012), competence is what a person brings into his work in the form of different types and levels of behavior. It must be distinguished from certain attributes (knowledge, skills and expertise) required to perform various tasks related to a job. Competence determines the process aspects of the performance of a job.

Performance is the result of work that can be achieved by someone in a company in accordance with their respective authorities and responsibilities in efforts to achieve company goals legally, do not violate the law and does not conflict with morals or ethics (Rivai, 2008). Performance is the result obtained by an organization that is profit oriented and non-profit oriented which is produced over a period of time (Fahmi, 2012). One of the employees' performance can be seen from the level of employee discipline. Performance in general can be interpreted as the achievement of work results in accordance with the rules and standards that apply to each organization.

Performance appraisal is an activity to measure/assess to determine whether an employee/employee succeeds or fails in carrying out his work using job standards as a benchmark. Performance appraisal in civil servants (PNS) is known as the list of job performance appraisals (Government Regulation Number 10 of 1979). The performance appraisal is carried out using a list of job performance appraisals (DP3), with the elements contained in it, including: loyalty, work performance, responsibility, obedience, honesty, cooperation, initiative and leadership (only assessed for Civil Servants who the rank of Young Registrar of room II/a and above who holds a position). In the implementation of the DP3 there are many who are biased, because the assessment given is not objective. Wiku BB Adisasmito and Prita Paramita (2005) in their research at the Bogor District Health Office, found that 69.5% of respondents said that DP3 as an assessment instrument has not been able to produce an objective work performance assessment and the impact of the work performance assessment results does not provide motivation to work. DP3 as an instrument is not yet reliable because the DP3 format is general in nature, does not focus on the specific performance of the personnel functions to be assessed. The assessment element appears to be still conceptual as a measuring instrument for assessment. So that DP3 as an instrument of performance appraisal is not effective.

Then at this time the performance appraisal of civil servants is based on the value of the SKP (Employee Work Target), which in the SKP also contains elements of DP3. In accordance with PP No. 46/2011 concerning the Assessment of PNS Work Performance and Perka BKN No. 1/2013 concerning Provisions for Implementation of PP No. 46/2011 concerning the Assessment of PNS Work Performance, civil servants are required to prepare Employee Work Targets (SKP) as the basis for evaluating employee performance. The aim is to ensure the objectivity of PNS development which is carried out based on the work performance system, while Employee Performance Targets (SKP) are performance plans and targets that must be achieved by employees within a period of assessment that are real and measurable and agreed upon by employees and their superiors.

According to the PP, every employee is required to prepare an SKP (Employee Work Target), which in its implementation must be based on the job duties, functions, authorities, responsibilities and details of their duties which have generally been stipulated in the organizational structure and Work Procedures (SOTK). SKP is a substitute for DP3 (List of Employee Achievement Assessment) which was abolished in early 2014. The assessment is expected to be more comprehensive than the DP3, this work performance assessment is different from the DP3. SKP is carried out once a year starting with planning. For example, individual plans are prepared in December and carried out in January of the following year. There are two elements in the PNS Work Performance Assessment, namely the SKP with a weighted score of 60 percent and work behavior (40 percent). If the SKP is achieved, it must also show good behavior, as a follow-up to PP No. 53/2010 concerning Civil Servant Discipline, where rewards and punishments have been regulated for PNS, and there are 17 obligations and 15 prohibitions for PNS.

The Administrative Affairs Agency of the Supreme Court of the Republic of Indonesia (BUA MA-RI) is one of the echelon I units of the Supreme Court of the Republic of Indonesia. in charge of assisting the Secretary of the Supreme Court of the Republic of Indonesia in fostering and implementing the planning, organization, administration of personnel, finance, equipment and administration of the Court in all

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judicial environments, as well as public relations, protocol and housekeeping within the Secretariat of the Supreme Court and the Registrar of the Supreme Court g . In carrying out its duties, the Administrative Affairs Agency carries out the following functions:

Coordination and development of planning, organizing, administration of personnel, finance, equipment and court administration in all areas of the judiciary, as well as public relations, protocol and housekeeping within the Secretariat of the Supreme Court and the Registrar's Office of the Supreme Court;

Implementation of planning, organizing, personnel administration, finance, equipment and court administration in all judicial environments, as well as public relations, protocol and housekeeping within the Secretariat of the Supreme Court.

In carrying out its duties and functions, the Administrative Affairs Agency consists of 7 (seven) bureaus led by 7 echelon II officials with different leadership ways. The work atmosphere and the ability of employees who are different from each other result in unequal performance for each employee.

On the other hand, there is a phenomenon that occurs about the inconsistency of the results of previous studies. The gaps in the results of this study became a special attraction for researchers to study further about these gaps. Such as gap research on Leadership Style on Employee Performance, where (Hendrawati Hamid, 2020) says that Leadership Style has a positive and significant effect on employee performance, while (Sugiyono & Rahajeng, 2022) says that Leadership Style has a negative and insignificant effect on employee performance. Gap research on the work environment on employee performance, where (Prakoso, Rayka Dantyo, Endang Siti Astuti, 2014) said that the work environment had a positive and significant effect on employee performance, while (Prakoso & Efendi, 2022) and (Online, 2020) negative and insignificant to Employee Performance. The research gap in this study as a whole is summarized in the form of a table as below.

Table 1. Gap Research Table

No	Research result	Researcher
1	Leadership Style has a positive and significant effect on Employee Performance	(Hendrawati Hamid, 2020)
	Leadership Style has a negative and insignificant effect on Employee Performance	(Sugiyono & Rahajeng, 2022)
	Leadership Style has a positive and significant effect on Employee Motivation	(Sugiyono & Rahajeng, 2022) , & (Diapari Sosagaon Putra Pane, 2019)
2	Leadership style has no significant effect on employee motivation	(Khaerul Akbar, nd)
	Work Environment has a positive and significant effect on Employee Performance	(Prakoso, Rayka Dantyo, Endang Siti Astuti, 2014)
	Work environment has no significant effect on employee performance	(Prakoso & Efendi, 2022) and (Online, 2020)
	Work Environment has a positive and significant effect on Employee Motivation	Efendi (Prakoso & Efendi, 2022) and (Wiryawan, Risqon, & Noncik, 2020)
3	Work environment has no significant effect on employee motivation	(Work & Work, 2019) and (Online, 2020)
	Competence has a positive and significant impact on employee performance	(Evisastra, Erwin, & Suhardi, 2018) and (Leadership et al., 2018)
	Competence has no significant effect on employee performance	Efendi (Prakoso & Efendi, 2022) & (Atika Fitry Kharisma, 2020)
	Competence has a positive and significant effect on Employee Motivation	(Leadership et al., 2018) and (Leadership et al., 2018)

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No	Research result	Researcher
	Competence has no significant effect on Employee Motivation	Efendi (Prakoso & Efendi, 2022) & (Rosmaini & Tanjung, 2019)
4	Employee motivation has a positive and significant effect on employee performance	(Efendi & Suharsono, 2019) , Efendi (Prakoso & Efendi, 2022) , (Sugiyono & Rahajeng, 2022)
	Employee motivation has a negative and insignificant effect on employee performance	(Adha, Qomariah, & Hafidzi, 2019)

Source: Processed Data (2022)

Based on the table above, it can be seen that the gaps that occurred in previous studies indicate that there are inconsistencies that occur. Therefore, to examine and trim these gaps, the researcher will include the Employee Motivation variable as a variable that mediates between the variables of Leadership Style, Work Environment and Competence on Employee Performance. Then the researcher will take a population with the criteria of employees who have worked for more than two years and the questionnaire that will be distributed will contain open questions in the form of multiple choice and *essay answers* so that researchers can find out what employees expect regarding Leadership Style, Work Environment, Competence and Employee Motivation in improve optimal performance.

Based on the description above, it can be concluded that the lower the Leadership Style, Work Environment and Competence in an organization, the employee's work motivation will decrease and also make employee performance decrease. Vice versa, the better the Leadership Style, Work Environment and Competence in an organization, the better the work motivation and employee performance.

2. METHOD

The object of this research is the influence of leadership style, work environment and competence on employee performance and employee motivation as an intervening variable at the Administrative Affairs Agency of the Supreme Court of the Republic of Indonesia. Sources of data in this study are primary data (main) and secondary data (supporting). Data collection techniques in this research is to use a list of questions (Questioners) and study documentation. The data analysis method used in this research is quantitative descriptive analysis. The population in this study were 368 Civil Servants. The sample in this study is at least 192 based on the calculation of the slovin formula, but the researcher will divide the questionnaire to 200 respondents just in case if there is incomplete data/error, there is still backup data. The statistical tool used in this study is Structural Equation Modeling (SEM) 22.

Research Model Framework

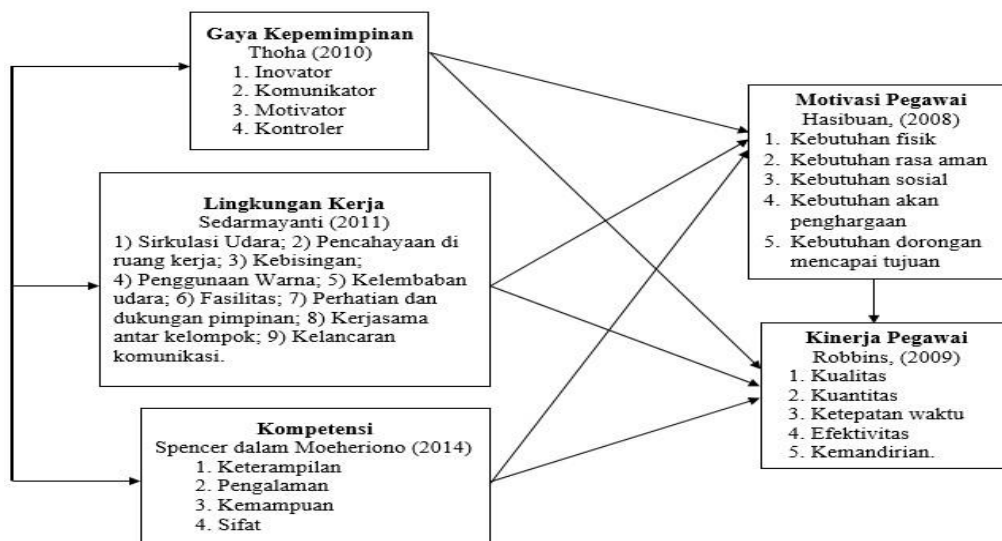


Figure 1. Drawing of Research Model Framework

3. RESULTS AND DISCUSSION

3.1 Full Model

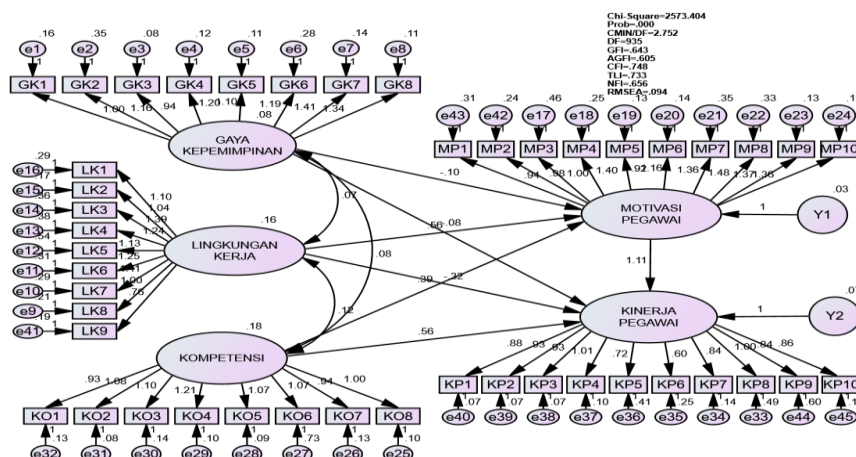


Figure 2. Full Model Image

Source: AMOS Output (2022)

Based on the picture above, it can be seen that the results of the full model construct show the alignment of the model or the GOF test has not met condition. Where the Prob value is still worth 0.000. While in the GOF test, the probability value in full model should be > 0.05. Therefore, it is necessary to modify the full model by looking at the AMOS output on the *Modification Indices* (MI) (Darwin, 2018). MI which has a large number will be eliminated, because it is considered a nuisance to other constructs (Ghozali, 2017).

The following is the result of the modification of the full model in this study .

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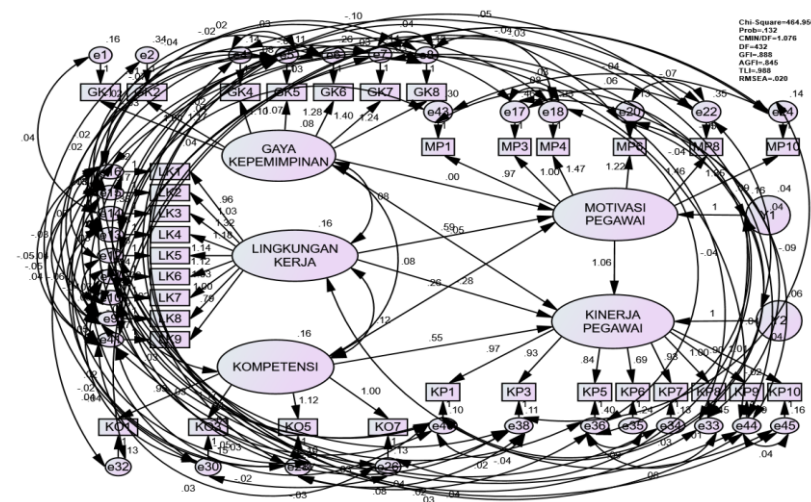


Figure 3. Full Image Modification Model
Source: AMOS Output (2022)

Based on the picture above, it can be seen that the value of pro b has fulfilled GOF criteria. Where the prob value is 0.132 > 0.05, so the model in This study is feasible based on the GOF test.

3.2 GOF test

Ghozali (2017), GOF done to measure the accuracy of the sample regression function in estimating the actual value statistics. GOF evaluation describes how well or fits a series of observations with the model. The GOF measure usually summarizes the difference between the observed value and the expected value of the model used. The following are the results of GOF in this study.

Table 2. Goodness Of Fit Index

Goodness of fit (GOF)	Cut Off Value	AMOS Results	Conclusion
DF	> 0	432	Goodness Of Fit
Chi Square Statistic Test (X ²)	.df (expected < chi square table) Probability 0.05	464.956	Goodness Of Fit
RMSEA	0.08	0.020	Goodness Of Fit
GFI	0.90	0.888	Marginal Of Fit
AGFI	0.90	0.845	Marginal Of Fit
CMIN/DF	< 2	1.076	Goodness Of Fit
TLI	0.95	0.988	Goodness Of Fit

Source: AMOS Output (2022)

Based on the table above, DF, Chi-Square, RMSEA, CMIN/DF and TLI in this study have *Goodness Of Fit* distribution . Only GFI and AGFI with *Marginal Of Fit* distribution . Summed up *Marginal Of Fit* because the GFI and AGFI values are close to the *Cut Off Value* GFI and AGFI defined. Because the GFI and AGFI values do not differ much from the GFI and AGFI *Cut Off Values* , this can be understood and stated that they are still in the desired GOF category.

3.3 Hypothesis testing

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Table 3. Significance Test Table

Dependent	Hub	Independent	Estimate	SE	CR	P
Employee Motivation	<---	Leadership Style	.000	.106	-.001	.999
Employee Motivation	<---	Work environment	.586	.122	4.784	***
Employee Motivation	<---	Competence	.263	.098	2,678	.007
Employee Performance	<---	Leadership Style	-.052	.150	-.347	.728
Employee Performance	<---	Work environment	-.282	.162	-1,740	.082
Employee Performance	<---	Competence	.555	.145	3.824	***
Employee Performance	<---	Employee Motivation	1.059	.231	4,588	***

Source: AMOS Output (2022)

Based on the table above, it can be interpreted as follows.

1. Leadership style has a positive and insignificant effect on employee motivation. It is said to have a positive influence as evidenced by an estimate value of 0.000 and said to be insignificant, as evidenced by a P value > 0.05 or $0.999 > 0.05$. So it can be concluded that the first hypothesis is rejected.
2. The work environment has a positive and significant effect on employee motivation. It is said to have a positive influence as evidenced by the estimate value of 0.586 and it is said to be significant as evidenced by the P value < 0.05 or $*** (0.00001) < 0.05$. So it can be concluded that the second hypothesis is accepted.
3. Competence has a positive and significant effect on employee motivation. It is said to have a positive influence as evidenced by the estimate value of 0.263 and it is said to be significant as evidenced by the P value < 0.05 or $0.007 < 0.05$. So it can be concluded that the third hypothesis is accepted.
4. Leadership style has a negative and insignificant effect on employee performance. It is said to have a negative effect as evidenced by an estimate value of -0.052 and said to be insignificant, as evidenced by a P value > 0.05 or $0.728 > 0.05$. So it can be concluded that the fourth hypothesis is rejected.
5. Work environment has a negative and insignificant effect on employee performance. It is said to have a negative effect as evidenced by the estimate value of -0.282 and it is said to be insignificant, as evidenced by the P value > 0.05 or $0.082 > 0.05$. So it can be concluded that the fifth hypothesis is rejected.
6. Competence has a positive and significant effect on employee performance. It is said to have a positive influence as evidenced by the estimate value of 0.555 and it is said to be significant as evidenced by the P value < 0.05 or $*** (0.00001) < 0.05$. So it can be concluded that the sixth hypothesis is accepted.
7. Employee motivation has a positive and significant effect on employee performance. It is said to have a positive effect as evidenced by an estimate value of 1.059 and said to be significant as evidenced by a P value < 0.05 or $*** (0.00001) < 0.05$. So it can be concluded that the tenth hypothesis is accepted.

For testing the seventh to the ninth hypothesis, it can be seen in the table below.

Table 4. Sobel Test Table

Track	Connection	Path Coefficient	Indirect Influence	Standard Error			t count	t table	
				Direct	Indirect	Sat			
		a	b	ab	sa	sb	Sat		
GK-MK-	GK-MK	0.0001	0.1059	0.106			112	0.0009434	1.97
	MK-KP		1.059			0.231			

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KP							
LK-	LK-MK	0.586	620,574	0.122	129	4.80	1.97
MK-	MK-KP	1.059		0.231			
KO-	KO-MK	0.263	278,517	0.098	103	2.68	1.97
MK-	MK-KP	1.059		0.231			

Source: AMOS Output and Processed Data (2022)

Based on the table above, it can be seen that the Sobel test was carried out because the AMOS output does not directly display how the influence of the independent variable on the dependent variable through the intervening variable is shown. Therefore, it is necessary to do a manual calculation where the lift is also sourced from the AMOS output.

1. Leadership style has no significant effect on employee performance through employee motivation. It is said to have insignificant effect as evidenced by the value of $t_{count} < t_{table}$ or $0.0009434 < 1.97$. So it can be concluded that the seventh hypothesis is rejected.
2. Work environment has a significant effect on employee performance through employee motivation. It is said to have a significant effect as evidenced by the value of $t_{count} > t_{table}$ or $4.80 > 1.97$. So it can be concluded that the eighth hypothesis is accepted.
3. Competence has a significant effect on employee performance through employee motivation. It is said to have a significant effect as evidenced by the value of $t_{count} > t_{table}$ or $2.68 > 1.97$. So it can be concluded that the ninth hypothesis is accepted.

3.4 Coefficient of Determination (R-Square)

The coefficient of determination of Employee motivation is 0.732. It can be interpreted that Leadership Style, Work Environment and Competence have an influence on Motivation Employees are 73.2% while the remaining 26.8% is influenced by variables others that the researcher did not include in this study.

The coefficient of determination of Employee Performance is 0.788. It can be interpreted that Leadership Style, Work Environment, Competence and Employee Motivation has an influence on employee performance of 78.8% while the remaining 21.2% is influenced by other variables that the researcher did not input in this research.

3.5 Regression Equation

Based on the results of AMOS output, there are two regression equations formed in this study as follows.

1. The first regression equation is $MK = 0.0001 GK + 586 LK + 263 KO$.
 - a. Leadership Style regression coefficient is 0.0001. It means that if Leadership style increases by 1, employee motivation will increase by 0.0001.
 - b. Leadership Style regression coefficient is 0.0001. It means that if Leadership style increases by 1, employee motivation will increase by 0.0001.
 - c. Competence regression coefficient is 0.263. It means that if Competence increases by 1, employee motivation will increase by 0.263.
2. The second regression equation is $PK = -0.052 GK + -0.282 LK + 0.555 KO + 1,059 MK$.
 - a. Leadership Style regression coefficient is -0.052. It means that if Leadership style decreases by 1, employee performance will decrease by 0.052.
 - b. Work Environment regression coefficient is -0.282. It means that if Work environment decreases by 1, then employee performance will decrease by 0.282.
 - c. Competence regression coefficient is 0.555. It means that if Competence increases by 1 then Employee Performance will increase by 0.555.
 - d. Employee motivation regression coefficient is 1.059. It means that if Employee motivation increases by 1 then Employee Performance will increase by 1,059.

3.6 Summary of Research Results

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Based on the results of the research above, the research will summarize it through the table below. The summary of the results of this study aims to make it easier for us to see how the hypothesis is formed after the research.

Table 5. Research Result Recap Table

No	Hypothesis	AMOS Results	Conclusion
1	Leadership Style has a positive and significant effect on Employee Motivation	Estimate = .0001 P = .999	Rejected
2	Work Environment has a positive and significant effect on Employee Motivation	Estimate = .586 P = *** (0.0001)	Received
3	Competence has a positive and significant effect on employee motivation.	Estimate = .263 P = .007	Received
4	Leadership Style has a positive and significant effect on Employee Performance	Estimate = -.052 P = .728	Rejected
5	The work environment has a positive and significant effect on employee performance.	Estimate = -.282 P = .082	Rejected
6	Competence has a positive and significant effect on employee performance.	Estimate = .555 P = *** (0.0001)	Received
7	Leadership style has a significant effect on employee performance through employee motivation.	T _{count} = 0.0009434 T _{table} = 1.97	Rejected
8	Work environment has a significant effect on employee performance through employee motivation.	T _{count} = 4.80 T _{table} = 1.97	Received
9	Competence has a significant effect on employee performance through employee motivation.	T _{count} = 2.68 T _{table} = 1.97	Received
10	Employee motivation has a positive and significant effect on employee performance.	Estimate = 1.059 P = *** (0.0001)	Received

Source: AMOS Output, Sobel & Processed Data (2022)

Based on the table above, it shows that there are six accepted hypotheses namely hypothesis 2, hypothesis 3, hypothesis 6, hypothesis 8, hypothesis 9 and hypothesis 10. The four rejected hypotheses are hypothesis 1, hypothesis 4, hypothesis 5 and hypothesis 7.

Employee Motivation Variables are only able to mediate the effect of Work Environment and Competence on Employee Performance while the influence of Leadership Style on Employee Performance cannot be mediated by Employee Motivation variable.

The variable that has the greatest influence on Employee Motivation is the Work Environment variable of 0.586 and the smallest influence is the Leadership Style variable of 0.0001.

The variable that has the greatest influence on employee performance is the employee motivation variable of 1,059 and the smallest influence is the leadership style variable of -0.052.

The variable that has the greatest influence on Employee Performance through Employee Motivation is the Work Environment variable of 4.80 and the smallest influence is the Leadership Style variable of 0.0009434.

4. CONCLUSIONS

Leadership style has a positive and insignificant effect on employee motivation. The Leadership Style as reflected in the indicators of Innovators, Communicators, Motivators and Controllers has not been able to shape the Motivation of Employees of the Supreme Court Administrative Affairs Agency. The better the leadership style, the higher the employee motivation. The work environment has a positive and significant effect on employee motivation. Work Environment which is reflected from indicators 1) Air Circulation; 2) Lighting in the workspace; 3) Noise; 4) Use of Color; 5) Air humidity; 6) Facilities; 7) Leadership attention and support; 8) Cooperation between groups; 9) Smooth communication, has been able to create motivation for employees of the Supreme Court Administrative Affairs Agency. The better the work environment, the higher the employee motivation. Competence has a positive and significant effect on employee motivation. Competence which is reflected in the indicators of Skills, Experience, Ability and Traits is able to create Employee Motivation of BUA MA-RI. The better the competence, the higher the employee motivation. Leadership style has a negative and insignificant effect on the performance of the

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Supreme Court Administrative Affairs Agency 's Employees . The better the leadership style, the higher the employee's performance. The work environment has a negative and insignificant effect on the performance of the employees of the Supreme Court's Administrative Affairs Agency . The better the work environment, the higher the employee's performance. Competence has a positive and significant effect on the Performance of the Supreme Court Administrative Affairs Agency 's Employees . The better the competence, the higher the employee's performance. Leadership style has no significant effect on employee performance through employee motivation. Employee motivation is not able to mediate the influence of Leadership Style on Employee Performance of the Supreme Court Administrative Affairs Agency . If we look at the findings of the fourth hypothesis, which leadership style has a negative and insignificant effect on employee performance. After the researcher entered Employee Motivation to mediate it, it turned out that the results still had no significant effect. Work environment has a significant effect on employee performance through employee motivation. Employee motivation is able to mediate the influence of the work environment on the performance of employees of the Supreme Court Administrative Affairs Agency . After the researchers included employee motivation to mediate between the work environment and employee performance, it turned out that employee motivation was able to have a significant influence. This finding confirms that there are always other factors that will indirectly affect the independent variable on the dependent, one example is Employee Motivation. Competence has a significant effect on employee performance through employee motivation. Employee motivation is able to mediate the effect of Competence on Employee Performance of the Supreme Court Administrative Affairs Agency . In addition to the strong direct influence between the independent and dependent variables, there are also other variables that allow for an indirect influence factor. This statement can be strengthened by the findings of the sixth hypothesis which direct competence has a positive and significant effect on employee performance. After the researcher entered Employee Motivation to mediate between Competence and Employee Performance, it turned out that Employee Motivation was able to have a significant influence. Employee motivation has a positive and significant effect on Employee Performance of the Supreme Court Administrative Affairs Agency . Employee motivation which is reflected in the indicators of physical needs, security needs, social needs, need for appreciation and need for encouragement to achieve goals, can improve employee performance. The higher the employee motivation, the higher the employee performance will be.

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