

## **Influence of Leadership, Motivation, and Working Environment Towards Employee Performance at Bukalapak.com**

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### **Abstract**

*In the development of the increasingly competitive business world, employees' performance and motivation are important to improve performance and motivate employees to maintain strength in business competition. The Study aims to know analyzing the influence of leadership, motivation, and work environment on employee performance on Bukalapak.com. The method of study used is Survey by using questioner as the primary data. The samples used in this study were 80 Employees' Sales on thebukalapak.com. This study uses 16 question indicators by displays the Likert 1-6 interval scale. The analysis method of This study uses the analysis method PLS (Partial Least Square) with SmartPLS 2.3 tool. From the results of the research, it can be proved that leadership has a positive and significant influence on the employee's performance on bukalapak.com, then motivation has a positive influence and significant impact on employee performance on bukalapak.com, as well as working environments that support positive and significant impact on employee performance bukalapak.com*

**Keywords:** Leadership, motivation, work environment, and employee performance

### **Abstrak**

Dalam perkembangan dunia bisnis yang semakin kompetitif, kinerja dan motivasi karyawan menjadi penting untuk meningkatkan kinerja dan memotivasi karyawan untuk tetap kuat dalam persaingan bisnis. Penelitian ini bertujuan untuk mengetahui menganalisis pengaruh kepemimpinan, motivasi, dan lingkungan kerja terhadap kinerja karyawan pada Bukalapak.com. Metode penelitian yang digunakan adalah survey dengan menggunakan kuesioner sebagai data primer. Sampel yang digunakan dalam penelitian ini adalah 80 karyawan sales di bukalapak.com. Penelitian ini menggunakan 16 indikator pertanyaan dengan menampilkan skala interval Likert 1-6. Metode analisis penelitian ini menggunakan metode analisis PLS (Partial Least Square) dengan tool smartPLS 2.3. Dari hasil penelitian dapat dibuktikan bahwa kepemimpinan berpengaruh positif dan signifikan terhadap kinerja karyawan bukalapak.com, kemudian motivasi berpengaruh positif dan signifikan terhadap kinerja karyawan bukalapak.com, serta lingkungan kerja yang mendukung pengaruh positif dan signifikan terhadap kinerja karyawan bukalapak.com.

**Kata Kunci:** Kepemimpinan, lingkungan kerja, motivasi dan kinerja karyawan.

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## **1. Introduction**

The development of the Internet brought considerable impact from all sorts of aspects; the Internet was originally developed in the year 1969. In its early development, the Internet was used only for military activities in America with the name ARPAnet or *Advanced Research Agency Network* ([www.pattascomputer.org](http://www.pattascomputer.org)) But as the era of So It is not only use to use it for military activities, people start using the Internet for a variety of activities such as *update* News, study, socialize, fill the time Leisure, business or marketing. It is no longer strange by remembering the number of Internet users who continue to grow rapidly can become a potential market to be entered by businessmen. According to the survey conducted BY APJII (Internet Service User Association of Indonesia) Internet us-

ers from year to year continue to increase, until the year 2016 Internet users in Indonesia have reached 132.7 million.

The company must be able to perform its performance well until it can manage the human resource management that is owned so that the company can achieve the objectives set by the company. Demands for high employee performance are already a part of all companies. But the fact that now shows that the senile of all employees have a high performance in accordance with the expectations of the company. According to Indonesia's Global Competitiveness Index, it ranks 37 from 140 countries in 2015-2016 the ranking of global competitiveness is based on 113 of Indicators grouped in the 12 pillars of competitive power. The Twelve pillars are insti-

tutions, infrastructure, conditions and economic situations of macro, health and primary education, level education and training, market efficiency, labor efficiency, financial market development, technological readiness, Market size, business environment, and innovation ([www.kemenkeu.go.id](http://www.kemenkeu.go.id)).

Bukalapak.com can already make it as creating provide a complete enough facility for employees to use, not only that bukalapak.com also provide a comfortable working environment for employees to conduct their activities.

The selection of the research object is performed on Bukalapak.com which is one of the *e-commerce* company in Indonesia. Researchers conducted research on Bukalapak.com employees, because lately Bukalapak.com increased to 43 billion rupiah, far compared to revenue throughout the year 2015 only 5 billion rupiah ([www.kompas.com](http://www.kompas.com)). Researchers suspect that the increase in Bukalapak.com revenue is supported due to increased employee performance. Researchers also want to research what the employee's performance is all about as the researchers mentioned above.

The scope of the problem includes the independent variables present in the study are leadership, motivation, and the work environment. The dependent variables that exist in this study are employee performance. This research limits issues to sales Bukalapak.com employees located in the City View lantai 2, Jl. Kemang Timur No. 22 Pejaten Barat, Pasar Minggu South Jakarta.

## 2. Literature review

### Human Resource Management

Human resource management is the utilization of several individuals to achieve organizational objectives. Consequently, the managers at each level must involve themselves with MSDM (Mondy, 2008:4). States that a personnel manager must implement management functions, among others: **Planning**, which is to plan the workforce to fit the needs of the company effectively and efficiently in helping to kill a company; **Organizing**, is an activity that organizes all employees by establishing the division of work, working relationship, delegation, authority, internes, and coordination in an organizational chart where the organization is only a tool to achieve the objectives; **Personnel arrangement**, determining what types of people to choose, recruiting prospective employees, choosing employees, training and employee development, setting performance standards, performance evaluation, employee compensation; **Lead**, get another to get the end of the job, nourish the spirit, motivate subordinates; **Control** is the activity of controlling all employees to obey all the company's regulations and work according to the plan Dessler (2015:36).

### Definition of Leadership

Leadership is the ability to influence a group to achieve a vision or a specific set of objectives (Robbins, 2015:364). An organization needs strong leaders and robust management to optimize the effectiveness of the Organization. We need leaders to challenge the *status quo*, create a vision of the future, and inspire organizational members to achieve that designed vision (Robbins, 2015:365). According to Daft (2011:5) It states that leadership is the relationship between leaders and followers who intend to real change and results reflecting the same goals. The above opinion shows that leadership is the activity or activity of the leader that can affect its employees, so that employees willingly and enthusiastically will be directed to the objectives that have been established.

In 1920 and 1930 Robbins conducted research on the leadership to understand the traits of a leader that is, the existence of characteristics that distinguish the figure of the leader with not the leader. Based on the research that the nature — the nature has learned is physical, appearance, social class, emotional stability, smooth speech, and societal ability. An effective leader should have the right nature so that one can become a desired leader figure. There are 6 leadership related traits, among others: **Drive**, leaders who give high level of business, so want a success, ambitious, and show a high initiative; **Desire to lead**, a leader can demonstrate a strong will and desire to influence and lead others to be able to accept the responsibilities that exist; **Honesty and integrity**, leaders must be able to have the expertise to build trusted relationships with their employees honestly, not traitorous and keep their words and actions; **Self-confidence**, followers want a leader to have a self-pectin trait. In this case the figure of the leader must demonstrate his ability to convince his followers with confidence. By giving confidence, followers will understand the decisions and objectives that must be achieved; **Intelligence**, leaders must be intelligent enough to collect, unify, and interpret a lot of information. They must also be able to create visions, solve problems, and make informed decisions; **Relevant knowledge of job**, a leader can be said to be effective if in making the best decisions should understand the deep knowledge of industrial companies, and technical problems, Robbins (2010:147).

### Motivation

Based on the statement it can be concluded that motivation is a push that arises in a person consciously or unconsciously to perform an action with a certain purpose. Besides fulfilling the need can also motivate an individual, when every need is fulfilled the next need to be dominant. In the figure 2.1, individuals move up the hierarchy level. From the point of motivation, the theory says that although there is no need to be fully fulfilled, a neces-



Figure 1. maslow hierarchy

sity that has basically been fulfilled will not motivate anymore (Robbins, 2015:217).

X and Y theories developed by McGregor divide a person's motivation with two assumptions i.e. X and Y. The basis of the X theory assumption is the average person who does not enjoy working and should be forced and must be held to produce or achieve the goal Organization. Many people provide themselves to be treated as such, because they can prevent their responsibilities. Assumption of employee behavior according to theory X, namely: Lazy and dislike to work; Do not have ambitions to achieve optimal achievement and always avoid responsibility; More pleased to be guided, ruled, and threatened; Employees are more selfish and do not care about the organization's objectives (Robbins, 2015:218).

While the Y theory assumes the opposite is that one is more interested in his work, Tejada to guide himself directly and responsibilities and create a problem in solving the problems according to their capacity. The assumption of most human behavior according to Y theory is: Employees are diligent and happy to work; Employees are responsible and ambitious to achieve optimal achievement; Employees always strive to reach the target organization by developing themselves.

Zameer et al (2014) states the existence of several motivating factors that can improve the performance of employees in an organization, namely: Salaries and wages, a major and crucial aspect that affects performance in an organization; bonuses, an essential tool to increase employee productivity, in which an organization provides additional employee salaries according to their performance; Encouragements, Undo does not add such as health benefits, home benefits, and so on. The company can improve employees ' performance by providing such encouragement; Job security, organizations improve employee performance or productivity by providing their work security; Promotion, organizations increase employee productivity by providing promotion

## Work environment

Taiwo (2010) the work environment is a combination of three main sub-environments, namely the technical environment, the human environment and the organizational environment. The technical environment refers to equipment, supplies, infrastructure and other technical technologies. This environment creates elements that enable employees to carry out their respective responsibilities and activities. The human environment refers to peers, other people with whom employees relate, work teams and groups, interactional issues, leadership and management. The human environment is designed in such a way as to encourage informal workplace interactions and provide opportunities for knowledge sharing and exchange of ideas that could be improved. This is the basis for achieving maximum productivity. The organizational environment includes systems, procedures, practices, values and philosophies. Management has control over the organizational environment. For example, a measurement system in which people are valued on quantity then workers will have little interest in helping workers who are trying to improve quality.

## Hypothesis

Djuremi et al (2016) leadership is the ability to influence different individual or groups to achieve a specific goal. Leadership is a trait that a leader must possess, in carrying out such an application there is certainly a consequence of the leader, such as dare to make decisions firmly, responsibly, and not to distract the subordinate (Djuremi et al, 2016). According to Robbins (2015:364), leadership is the ability to influence a group's sewer to achieve a particular vision or set of objectives. Leadership is indispensable for establishing an effective and efficient organization, leadership functions also to encourage or motivate work performance. The results of research conducted by Masambe, Soegoto, and Samarauw (2015); Linawati and Shaji (2011); Pramudito and Yuni-anto (2009) suggested that leadership positively influenced the employee's performance. From the statement in theory above, the first hypothesis is:

H01 : Leadership has no positive effect on performance

HA1: Leadership influence positive on performance

A person will be motivated to work because of a need that has not been fulfilled so that he will be ready to fulfill it. Of these needs, it will be available to act in achieving the objectives of the job goal as a result of individual satisfaction. Motivation has several theories that support this research, one of which is *expectancy theory*. This theory states that a person's actions tend to be done due to expectations of the results that will result in such incen-



tives, promotions and salary rising. Effectively theory, then the second hypothesis is:

H02: Motivation has no positive effect on performance

HA2: Motivation to positively influence performance

The working environment involves all aspects that Act and react on the body and mind of a person's employees. Under the psychology of organizations, physical, mental and social environments where employees work together and there is worked to be analyzed for better effectiveness and increased productivity (Jain, 2014). Thus, creating a working environment that makes productive employees is essential to the organization's benefits. The relationship between work, workplace and work tools, the workplace becomes an integral part of the work itself (Chandrasekar, 2011). Then the third hypothesis is:

H03: Work environment has no positive effect on performance

HA3: A positive working environment against performance

### 3. Methods

This type of research is a descriptive research that is the type of *conclusive* research design that describes certain things, usually the characteristics or functions of the market. In this study, researchers used quantitative research to be performed once in a single *Cross-sectional Design period*. The Quantitative method itself aims to measure data and is usually present in the form of statistical analysis (Malhotra, 2010). The research method used is a method of surveying using questionnaires as the primary instrument of data collection.

In this research method the analysis chosen is *Partial Least Square Analysis Method* OR commonly called PLS. This research Data will be calculated with smartPLS 3.0 software is analysis method because it does not assume the data must be with a certain scale measurement (can be of nominal scale, ordinal, interval, and Ratio), with a small number of-1. Approach PLS assume that all *variance* size is useful *variance* to be explained. Therefore, the approach to estimate latent variables is regarded as a *linear* combination of indicators to avoid *indeterminacy* problems and provide a definite definition of the score component. To fulfill the research objectives, the method of analysis of PLS is considered to provide optimal results for this research. The goal of PLS is to help researchers to get latent variable value for prediction purpose. In using PLS, the iterations process consists of three stages, the first iteration stage to generate the estimate weight, the second literacy stage to generate the inner model estimation and the outer model, and the third stage of literacy to produce estimation of means and location (Ghozali, 2014: 30 - 32).

The Inner model is a structural model to predict the causality relationship between the latent variables. The structural Model in PLS is evaluated using for the  $R^2$  dependent construct, the value of the path coefficient or the T-values of each path to test the significance between the construction in the model Structural (Abdillah & Hartono, 2015:197).The Research Model was evaluated using R-Square for dependent conduction and T-Test and significance of the value of path coefficient. The changes in the R-square value can be used to assess the influence of certain independent latent variables against the dependent variable whether it has substantive influence. With R-square it can be known the magnitude of independent variable capability in affecting dependent variables. While the T test through the path coefficient is used to measure the direction of influence and the significance level. Testing was conducted through the bootstrapping procedure on smartPLS 3.0. The influence of inter Variable is considered significant at a rate of 5% if the T-statistic value is greater from T table 1.96 (Ghozali, 2014).

The Outer model is a measurement model for assessing the validity and reliability of the model. Outer Model Specify the relationship between the latent variables with the indicator or the manifest variable (measurement model). Outer model often referred to as the outer relation or the measurement model defines how each indicator block relates to its own variables. The measuring model or the outer model with reflective indicator is evaluated with convergent validity and linear validity from the indicator and the composite Reliability for the indicator block. Convergent Validity of the measurement model with reflective indicator assessed based on the correlation between score/component score with a construct score that is calculated with PLS. However, according to Chin for the initial phase of research from the development of the scale loading score of 0.5 to 0.6 is considered enough.

Discriminant validity of the measuring model with reflective indicator assessed based on cross loading measurements with a construct. If the construction correlation with the measuring item is larger than the other construction size, it indicates that the latent construct predicts the size on their block more than the size of the other block. Another method to assess linear validity is to compare the value of the root of average variance extracted (AVE) of each construction with the correlation between the construction and the other construct in the model. According to Larcker if the value of the AVE squared root of each construction is greater than the correlation value between the construction and other models in the model, it is said to have a good linear validity value. Recommended AVE value should be greater than 0.5 besides linear validity, the measurement of composite reliability and

**Table 1.** Validity test

Latent variables	Indicators	KMO > 0.5	SIG < 0.05	MSA > 0.5	Factor Loading ≥ 0.5	Criteria
Leadership	K1	0.616	0.000	0.752	0.806	Valid
	K2			0.702	0.866	Valid
	K3			0.745	0.761	Valid
	K4			0.717	0.871	Valid
Motivation	M1	0.641	0.000	0.666	0.626	Valid
	M2			0.663	0.822	Valid
	M3			0.739	0.763	Valid
	M4			0.652	0.667	Valid
Working environment	LK1	0.782	0.000	0.738	0.823	Valid
	LK2			0.616	0.764	Valid
	LK3			0.619	0.899	Valid
	LK4			0.529	0.703	Valid
Employee performance	KK1	0.666	0.000	0.509	0.836	Valid
	KK2			0.654	0.732	Valid
	KK3			0.649	0.734	Valid
	KK4			0.780	0.346	Invalid

Sources: the results of the data processing is done by researchers with SPSS 23

Cronbach's alpha also need to be done for internal measuring Consistency. According to the Construct is reliable if the second value of the measurement is above 0.70.

#### 4. Result and Discussion

According to Hair et al., (2010) the validity test is conducted to measure how well the concept is determined by each indicator. Validity test Using Data Pre-Tests many as 30 respondents. The device used SPSS 23. Validity test results can be seen from the value Kaiser meyer-olkin, measure of sampling adequacy, Bartlett's test of sphericity, anti-image matrices, total variance explained, dan factor loading of component matrix.

Researchers conducted a reliability test on pre-test to measure the extent to which each variable is consistent or reliable. According to Hair et al., (2010) If Cronbach's alpha has a value of 0.6 to 0.7

or above that value, then that variable can be said to be reliable. Below, it is a table of reliability test of the selected by researchers.

Based on results at table 2 above shows that all the research variables, namely leadership, motivation work environment, and performance of employees have Cronbach's alpha ≥ 0.60. This result states that if the indicator statement of the questionnaire is asked in the same and different respondents, the result will tend to be fixed and consistent.

The result of the respondent is explained and describes the demographics and characteristics of the entire respondent based on age and length of work. Data on the results of the survey, can be noted that male-sex respondents amounted to 51 people or 64% of the total number of 80 persons. Meanwhile, female-type respondents were 29 people or 36%. From that data it can be concluded that most respondents are men. Results of the survey, it

**Table 2.** Reliability Test

Variable	Cronbach's Alpha	Criteria
Leadership	0.731	Reliabel
Motivation	0.769	Reliabel
Working environment	0.898	Reliabel
Employee performance	0.857	Reliabel

Sources: the results of the data processing is done by researchers with SPSS 23

can be noted that the 24 – 26 year old Respondent amounted to 29 people or 36% of the total respondents amounting to 80, respondents who are 27 – 29 years old amounting to 38 people or by 48%, 30 – 32 years of age, which amounted to 13 or 16%. The data can be concluded that most respondents aged 27 – 29 years are more in this study.

Results of the survey, it can be noted that respondents who have worked for ≤ 12 months amounted to 4 persons or 5% of the total respondents who amounted to 80 people. Respondent who has worked for 12 – 23 months amounted to 23 people or 29%. Respondents who have worked 24 – 35 months amounted to 26 people or 33% while respondents who have worked ≥ 36 months amounted to 27 people or at 34%. From that data it can be concluded that the majority of respondents who work ≥ 36 more months in this study.

The validity of the measurement model with the reflective indicator can be measured by the loading

score and using the Average variance Extracted (AVE) parameter, (Ghozali, 2014). A construction is declared variable if the value of the loading score > 0.5, AVE > 0.5. The output correlation between indicators and its construction can be seen in table Table 3.

After testing the outer model then obtained the result that all the items of the statement is valid i.e. loading factor > 0.5, AVE > 0.5. Figure 4.4 the following demonstrates the structural model executed by using PLS Algorithm. To assess convergent validity a construct can be done by looking at the extracted (AVE) variant average score, each must be worth above 0.5. It appears in table 4.3 above that all AVE have a value above 0.5. It can therefore be concluded that the construct has good convergent validity

Discriminant validity of the measuring model outer model with reflective indicator assessed based on cross loading of measurements with the construct. If the construction correlation with the

**Table 3.** Validity of the Construct

<i>Construct</i>	<i>Loading Factor</i>	<i>Loading Factor</i>		<i>AVE</i>	<i>Criteria</i>
<b>Leadership</b>	<b>K1</b>	Leaders have a high degree of hard work	0,763	<b>0,625</b>	<b>Valid</b>
	<b>K2</b>	Leaders are able to determine realistic objectives for the company	0,817		
	<b>K3</b>	Leaders convey clearly the company's objectives to employees	0,789		
	<b>K4</b>	Leaders value performance that employees contribute openly	0,792		
<b>Motivation</b>	<b>M1</b>	The work I do is beneficial to my people and associates	0,523	<b>0,501</b>	<b>Valid</b>
	<b>M2</b>	I worked hard because my colleague and company would appreciate it	0,821		
	<b>M3</b>	Where I work is equipped with complete and precise equipment, so it can work productively	0,806		
	<b>M4</b>	I am ready to reduce the heavy burden	0,577		
<b>Working environment</b>	<b>LK1</b>	I feel the environment where I work affects my performance	0,741	<b>0,613</b>	<b>Valid</b>
	<b>LK2</b>	I feel a comfortable environment makes me a passion in working	0,705		
	<b>LK3</b>	I feel the environment works me fun	0,865		
	<b>LK4</b>	I love the quality of the environment where I work	0,810		
<b>Employee performance</b>	<b>KK1</b>	I completed a given assignment in a timely manner	0,814	<b>0,504</b>	<b>Valid</b>
	<b>KK2</b>	I work in the office according to the business hours set by the company	0,706		
	<b>KK3</b>	I work together well with my co-workers in the office	0,748		
	<b>KK4</b>	I feel satisfied working here with the compensation I received	0,543		

Source: data processing with smartPLS 3.0

**Table 4.** Cross Loading

Indicator	K	M	LK	KK
K1	<b>0,764</b>	0,494	0,331	0,453
K2	<b>0,818</b>	0,602	0,319	0,510
K3	<b>0,788</b>	0,582	0,505	0,601
K4	<b>0,792</b>	0,444	0,363	0,505
M1	0,221	<b>0,604</b>	0,380	0,324
M2	0,614	<b>0,845</b>	0,506	0,633
M3	0,524	<b>0,772</b>	0,523	0,534
M4	0,477	<b>0,575</b>	0,200	0,346
LK1	0,349	0,483	<b>0,741</b>	0,362
LK2	0,310	0,342	<b>0,703</b>	0,357
LK3	0,451	0,568	<b>0,865</b>	0,475
LK4	0,402	0,449	<b>0,811</b>	0,584
KK1	0,499	0,656	0,584	<b>0,821</b>
KK2	0,445	0,473	0,211	<b>0,714</b>
KK3	0,518	0,461	0,435	<b>0,748</b>
KK4	0,414	0,269	0,378	<b>0,523</b>

Source: data processing with smartPLS 3.0

measuring item is larger than the other construction size, it indicates that the latent construct predicts the size on the block they are better than the size of the other block. Cross loading for all the construction is presented in table 4.

Cross-loading value in table 4 above indicates the presence of good validity linear because the value of the indicator correlation to the construction is higher than the correlation value of the correlation value of the indicator with the construction other. As an example of loading factor K1, K2, K3, K4 on the leadership variable is 0.764, 0.818, 0.788, 0.792. This number is higher than the loading factor with other construct namely motivation, work environment, employee performance. In addition, the table above shows that the correlation of the construction of M, LK, and KK with the indicator is higher than the correlation of indicators with other construction. So, it can be concluded that the latent construct predicts the indicators on their blocks better than the indicators in other

blocks.

The reliability of the measurement model with reflective indicator can be measured by looking at the composite reliability value of the indicator block that measures the construct. A construct is said to be reliable if the value of composite reliability above 0.70 (Ghozali, 2014). Here is the value of composite reliability presented in table 5.

The table 5 shows that the Composite Reliability value for all the construction is above 0.7 indicating that all the models in the estimated model meet the reliability criteria. Testing an inner model or structural model is done to see the relationship between the construct, significance value and *R-square* of the research model. Structural models are evaluated using *R-square* for test T-dependent conduits as well as the significance of the structural path parameter coefficient. In assessing the structural model with PLS starts with looking R-square for each Variables latent Dependent. Table 6 is the result of R-square estimation using smartPLS 3.0.

Result at the table 6 indicates that the value of R-square variable perception of employee performance is 0.573. This suggests that 57.3% of the variable leadership, motivation, and work environments can explain employee performance.

**Table 5.** Composite Reliability

Construct	Composite Reliability	Criteria
Leadership	0.807	Reliable
Motivation	0.797	Reliable
Working environment	0.863	Reliable
Employee performance	0.799	Reliable

Source: data processing with smartPLS 3.0

**Table 6.** R Square

Construct	R-square	Criteria
Employee performance	0,573	Moderat

Source: data processing with smartPLS 3.0

**Table 7.** Path Coefficients

Variable	Path Coefficients	T Statistic ( O/STERR )	P-Value	Criteria
Leadership → employee performance	0.332	2.831	0.002	H1 supported by Data
Motivation → employee performance	0.312	2.393	0.008	H2 supported by data
Working environment → employee performance	0.241	2.007	0.0023	H3 supported by data

Source: data processing with smartPLS 3.0

The signification of the estimated parameters provides very useful information regarding the relationship between the research variables. The basis used in testing the hypothesis is the value found in the output path coefficients in table 7.

Based on table 7 above the leadership relationship with employee performance is significant with T-statistic above 1.96 which is 2,831. Path value coefficient is positive, which is 0.332 shows the relationship between leadership with employee performance is positive. Thus, the H1 hypothesis in this study states that leadership positively affects the performance of employees has been positive. From these results concluded that leadership will further improve the employee's performance. It is demonstrated by leaders who lead their employees to achieve a vision or a series of objectives effectively and efficiently. It supports the statements of Masambe, Soegoto, and Samarauw (2015) that there is a positive relationship between the leadership of the employee's performance.

Based on table 7 above motivation relationship with employee performance is significant with T-statistic above 1.96 which is 2,393. Path value of coefficient is positive which is 0312that shows the relationship between motivation and employee performance is positive. Thus, the H2 hypothesis in this study states that motivation positively affects the performance of employees has been accepted. The results were concluded that the motivation would further improve the employee's performance. Demonstrated by Motivation, employees will work spirit to fulfill his needs that have not been achieved.

Based on table 7 the work environment relationship with employee's performance is significant with the T-statistic above 1.96 which is 2,007. Path value of coefficient is positive i.e. 0.0023 that shows the relationship between the working environment and the employee's performance is positive. Thus, the H3 hypothesis in this study stated that the working environment was positively influential towards employee performance was received. From these results concluded that the existence of the work environment will further improve the employee's performance. Demonstrated by a good and efficient working environment will cre-

ate a working environment that makes employees productive and it is very important for a company or organization. It supports the statement Djuremi et al (2016) that there is a positive relationship between the working environment and the employee's performance.

Leadership shows significant positive effect. The results of this study give the idea that a leader can give the idea that a leader is able to give a motivating attitude to its employees who will positively impact.

Based on the value of loading factor on the leadership indicator is, K1 0764; K2 0818; K3 0788; K4 0.792can be seen the highest score on the indicator. The highest score was obtained on the K2 indicator of 0828. Based on the highest scoring value that employees who are given clear goals and Relativities by the leader will have a positive impact on the company's work. The leader must have a clear vision and mission because it will be much better if all employees are working with one purpose or vision and mission. If all employees understand the company's vision and mission then their work synergy will become more orderly, and the guidance can reach the company's objectives. The advice from researchers is to provide realistic objectives by applying vision and mission to employees. Without a vision and mission, it would be impossible if a company could run.

Motivation demonstrates positive and significant influence. The results of this study give the idea that employees need motivation in working so that will improve employee performance as expected. Based on the loading factor value on the motivation indicator is M1 0.523; M2 0.821; M3 0.806; M4 0.577can be seen the highest score on the indicator. The highest score on the M2 indicator amounted to 0821. Based on the highest score that the management or leader must encourage its employees to work hard so that the company's objectives can be achieved according to expectations, other than that the management or leaders will appreciate the hard work that accomplished by its employees. It can also be done by giving awards or rewards to employees based on the work that has been done well. Therefore, this reward system will provide a good relationship between the leader and its employees,



thus obtaining feedback.

The working environment shows positive and significant effect. The results of this study give the idea that it is important for managerial parties to pay attention to the positive impact of the working environment, so that it will improve employee's performance as expected. Based on the loading value factor on the working environment indicator, LK1 0741; LK2 0705; LK3 0865; LK4 0810 can be seen the highest value of the indicator. The highest score lies in the LK3 indicator of 0865. Based on the highest scoring value proves that a comfortable environment can improve the performance of employees, management or leaders should be able to maintain the comfortable environment so that employee's performance can continue to increase.

Employee performance shows positive and significant impact. The results of this study give the idea that the performance produced by the employees plays an important role in achieving organizational objectives. This high performance will create a feeling of satisfaction in the results of its work so that it gives a positive influence for the surrounding working environment especially on other employees who will be motivated as well.

Based on the value of loading factor on the employee performance indicator, KK1 0.814; KK2 0.706; KK3 0.748; KK4 0.543 can be seen the highest score on the indicator. The highest score is in the KK1 indicator of 0814. Based on the highest scoring value that employees already have the responsibility to complete the task in a timely manner, the management should continue to control the work of employees in order to continue to complete the task in a timely manner So that the company can reach its target.

## 5. Conclusion

This research to influence leadership, motivation, and working environment on employee performance on Bukalapak.com. From the results of the analysis of data conducted using the Analysis smartPLS 3.0 shows the following conclusions:

1. Leadership has a positive influence on the employee's performance on Bukalapak.com. This is because if a leader who can communicate well, able to implement organizational objectives and can motivate its employees, the employee's performance will increase.
2. Motivation has a positive influence on the performance of employees on Bukalapak.com. This suggests that if your employees believe in their ability to succeed in their work, they will provide good performance results.
3. The work environment has a positive influence on the employees' performance on Bukalapak.com. This depends on the conditions of the working environment, if indeed the condition

of work environment is safe and comfortable and has adequate facilities to support employees in the work.

## Advice

The research is of course still far from the word perfect and certainly still has limitations that still need improvement for future research. Therefore, here are some possible suggestions that can be given to Bukalapak.com companies and for further research, among others:

1. Leaders should be able to make their employees feel comfortable and happy in their work, so that employees are able to adapt to their work environment. To improve the atmosphere of the environment that exists in the company's work environments should be maintained so that all employees feel a passion in his work and enthusiastic about his work.
2. The leader or management grants reward/Bonus Rewards to employees who excel in their employees so that they will work better.
3. For further research, researchers suggest adding variables to find out what could affect employee performance such as, work stress, compensation, work discipline, conflict management and more.

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