

The Effect of Work Environment and Servant Leadership on Employee Performance with Work Motivation as an Intervening Variable (Case Study in Bank Sumut Medan Sharia Branch Office)

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Abstract

The purpose of this study was to determine and analyze the effect of the work environment on employee performance, the effect of servant leadership on employee performance, the effect of work motivation on employee performance, the effect of the work environment on work motivation, the effect of servant leadership on work motivation, the effect of the work environment on employee performance through work motivation and the effect of servant leadership on employee performance through work motivation. In this study using a type of causal research using a quantitative approach with a sample of 51 respondents who are employees of PT Bank SUMUT Medan Sharia Branch Office. Data collection techniques used interviews and questionnaires. The data analysis technique uses Partial Least Square (SmartPls) to test the 7 (seven) hypotheses proposed in this study. The results of this study indicate that the work environment (X1) has a positive and significant effect on employee performance (Y), servant leadership (X2) has a positive and significant effect on employee performance (Y), and work motivation (Z) has a positive and significant effect on employee performance (Y). The work environment (X1) has a positive and significant effect on work motivation (Z) and servant leadership (X2) has a positive and significant effect on work motivation (Z). The work environment (X1) has a positive and significant effect on employee performance (Y) through work motivation (Z) and servant leadership (X2) has a positive and significant effect on employee performance (Y) work motivation (Z) in PT Bank SUMUT Medan Sharia Branch Office.

Keywords: Work Environment, Servant Leadership, Work Motivation, and Employee Performance.

1. INTRODUCTION

The tight competition in the environment in this era of globalization makes organizations begin to improve and maximize their ability to compete globally (Magdalena Hutagaol, 2014). Currently, organizations are required to have quality human resources in order to achieve their goals. Employees not only determine what the organization will become, but also how it will develop into a whole. The organization will be better if it has good and qualified employees.

Employees are the most important asset in the development of an organization. The contribution of employees determines the direction of the company's goals. So it is

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necessary to always maintain employee performance to remain or even increase quantity and quality. Performance is defined as the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. The implementation of tasks assigned to employees becomes a benchmark in performance appraisal. The results of this assessment will be a decision whether employees perform well or not so that it can be known whether or not organizational goals are achieved (Ine ardita indriya mochtar, 2020).

Employee performance is very important for the company because employee performance is a set of results achieved by employees in a program, activity or policy in realizing the company's goals or objectives in accordance with the procedures and responsibilities assigned to them. Whether or not employee performance is good is influenced by several factors. Some of the factors that affect employee performance include the work environment, servant leadership, and work motivation.

The work environment is everything around employees that can affect employee performance in carrying out their work so that maximum work results will be obtained, where in the work environment there are work facilities that support employees in completing tasks charged to employees to improve employee work in a company (Afandi, 2019)

The work environment is a necessary factor if the company wants its employees to produce optimal work motivation. Suitable and supportive environmental conditions will result in optimal employee performance. The results of the study (Riyanto et al., 2021) and (Ine ardita indriya mochtar, 2020) show that the work environment affects employee performance. However, (Arianto, 2013) found that the work environment has no effect on employee performance. The difference in the results of this study provides further opportunities in research to confirm the difference.

In addition to the work environment, there are other variables that are predicted to also affect employee performance when mediated by motivation, namely servant leadership. Servant leadership is one of the leadership styles that is developing today and is considered very relevant to the situation of the development of superior-subordinate relationships. Leaders who use the servant leadership style usually put the needs of followers as a top priority and treat them as colleagues, so the closeness between the two is very close because they are involved with each other. The application of servant leadership in organizations is basically useful for improving the performance of subordinates or employees.

Servant leadership is a necessary factor if the company wants its employees to produce optimal work motivation. A servant leadership style will result in optimal employee performance. This is in accordance with the results of research conducted by (Simamora et al., 2019) that the application of servant leadership has an influence on employee performance. However, (Mukhtarom, 2021) found that servant leadership has no effect on employee performance. This discrepancy in findings provides further opportunities in research to confirm this gap.

Work motivation is a condition that can encourage a person or employee to do their work to realize the goals of the organization that has been set (Aprilliansyah et al., 2018)⁹. Motivation is a driving factor for employees in improving employee performance (Hasibuan, 2016). Work motivation can increase morale and have more energy to produce good performance.

The strong drive that occurs in employees must be maintained to always produce performance according to organizational standards. As the results of research (Ine ardita indriya mochtar, 2020) show that motivation has a significant influence on employee performance. However, in contrast to the results of research (Adha et al., 2019) which

states that motivation does not have a significant effect on employee performance. This discrepancy in findings provides further opportunities in research to confirm this gap

In this study, researchers conducted research at Bank SUMUT Medan Sharia Branch Office as the object of research. Bank SUMUT Medan Sharia Branch Office is one of the largest banking institutions in North Sumatra province that carries out its business activities based on sharia principles. Bank SUMUT Medan Sharia Branch Office consists of one branch office and 5 sub-branch offices.

Based on interviews with branch heads and several sub-branch heads / section heads, it was found that employee performance has not been optimal where it is said that employee work often accumulates from day to day due to lack of totality in doing work.

In addition to interviews with branch heads and several sub-branch heads of Bank SUMUT Syariah Medan, researchers also conducted interviews with several employees. Employees explained that the decline in their performance was because many targets were imposed on employees who were not fully realized properly, therefore the work they did in the next period was not perfect. This phenomenon reflects suboptimal employee performance. The inability to realize the target is entirely due to various factors such as the leadership style applied by the branch head and the work environment that is said to lack motivation for employees to work optimally.

Employees will grow as a tremendous productive asset to the organization when they get a good work environment thus making employees more valuable and giving employees the opportunity to develop their careers by achieving top performance. The work environment is something that exists around employees both physical and non-physical that can affect employees in performing the tasks assigned to them. The quality of the work environment greatly impacts the level of work motivation and employee performance. How well employees engage with their work environment greatly affects employee error rates, levels of innovation and collaboration with other employees, attendance, and employee retention.

In addition to the phenomenon of employee performance, there is also the phenomenon of the work environment at Bank SUMUT Syariah Medan. The following are the results of a pre-survey conducted on employees regarding the Work Environment at Bank SUMUT Syariah Medan.

Table 1.1 Pre Work Environment Survey

No.	Statement	Respondents' Answers	
		Yes	Not
1	Lighting makes me comfortable working	10	10
2	No noise to bother me	9	11
3	The air temperature makes me comfortable working	7	13
4	There is space to move as needed	8	13
5	Proper coloring	8	13
6	The working atmosphere makes me passionate about working	7	13
7	Relationships with co-workers are good	9	11
8	Availability of qualified work facilities	12	8

Source: Data Processed (2023)

Based on the table above, from 20 respondents who are employees of Bank Sumut Syariah Medan, information can be drawn that from 20 respondents as many as 10 answered that they did not agree if lighting makes work comfortable, and 11 respondents were disturbed by noise. In addition, the table above also showed that 13 respondents felt that the air temperature in the workspace was not comfortable, 12 respondents did not have the necessary space, 12 respondents felt that the coloring was not right, 13 respondents felt that the atmosphere of working did not make enthusiasm, 11 respondents

felt that the relationship with colleagues was not good and 8 responses thought that work facilities were not qualified in supporting their work. So it can be concluded that the physical and non-physical work environment that is still felt to not meet the wishes of employees or has not been conducive so it needs to be examined whether this uncomfortable or less conducive work environment causes less than optimal employee performance.

In addition to the phenomena of employee performance and work environment, there is also the phenomenon of servant leadership at Bank Sumut Syariah Medan. The following are the results of a pre-survey of employees and found servant leadership problems at Bank SUMUT Syariah Medan.

Table 1.2 Pre Servant leadership survey

No.	Statement	Respondents' Answers	
		Yes	Not
1	Leaders treat employees well (should)	9	11
2	Leaders assign tasks according to the employee's area of expertise	10	10
3	Leaders are able to motivate employees	8	12
4	Leaders value the work of employees	9	11
5	Leaders give trust to employees	9	11

Source: Data Processed (2023)

Based on the table above, it is known that from 20 respondents, 11 respondents think that leaders have not treated employees well or in other words leaders still limit their relationships with employees, 10 respondents feel the tasks given to them are not in accordance with their area of expertise, and 12 respondents think leaders lack motivation for employees. In addition, the table above also shows that 11 respondents feel that leaders lack appreciation for employee achievements or performance and 11 respondents think that leaders still do not fully give confidence to employees. So it can be concluded that the application of servant leadership at Bank SUMUT Medan Sharia Branch Office is still not maximal because there are employees who state that the leader still lacks communication with subordinates, so that employees feel they are less listened to, noticed by their leaders. So it needs to be examined whether the application of servant leadership that is less than optimal causes employee performance that is less than optimal.

With the problem of employee performance that did not improve properly, a pre-survey was conducted on Bank SUMUT Syariah Medan employees about employee work motivation. Here are the pre-survey results:

Table 1.3 Pre Work Motivation Survey

No.	Statement	Respondents' Answers	
		Yes	Not
1	The salary obtained from Bank SUMUT Syariah is in accordance with your performance?	9	11
2	The working environment at Bank SUMUT Syariah Medan is comfortable and supportive in carrying out activities well	8	12
3	The facilities at Bank SUMUT Syariah Medan are very complete	12	8
4	Employees always achieve good work performance	7	13
5	Recognition from leaders greatly affects employee performance	12	8
6	The responsibilities that exist at work make you happy and always eager to do it	8	12

Source: Data Processed (2023)

Based on the table above, it is known that out of 20 respondents, 11 respondents think that the salary given is not in accordance with their performance, 12 respondents feel that the work environment is not comfortable and supportive in carrying out activities properly, and 8 respondents think that the existing facilities are still incomplete. In addition, the table above also shows that 13 respondents have not achieved good performance, 8 respondents feel that leadership recognition greatly affects employee performance, and 12 respondents feel less happy with the responsibilities at work and are not always enthusiastic in doing it. So it can be concluded that the work motivation of Bank SUMUT employees of the Medan Sharia Branch Office is still low so it needs to be examined whether the optimal employee performance is caused by the low work motivation.

2. THEORETICAL STUDIES

2.1. Human Resource Management and Management

Management is the science and art of regulating the process of utilizing human resources and other resources effectively and efficiently to achieve one goal (Hasibuan, 2016)

Management is a series of processes that include planning, organizing, implementing, supervising, evaluating and controlling activities in order to empower all organizational / company resources, both human resources (human resource capital), capital (financial capital), materials (land, natural resources or raw materials), and technology optimally to achieve organizational / company goals (Solihin, 2012).

Management is the process of cooperation between employees to achieve organizational goals in accordance with the implementation of the functions of planning, organizing, personnel, directing, leadership, and supervision. The process can determine the achievement of predetermined goals by utilizing human resources and other resources to achieve more efficient and effective results (Afandi, 2019).

Based on some of the theories above, it can be said that management is a science or art in regulating the use of human resources and other resources to achieve a predetermined organizational goal effectively and efficiently.

Human resource management is a field of management that specifically studies the relationship and role of human management in corporate organizations (Hasibuan, 2016).

Human resource management is a planning, organizing, coordinating, implementing, and supervising the procurement, development, and separation of labor in order to achieve organizational goals (Mangkunegara, 2017)

Based on some of the theories above, it can be said that human resource management is a science or art in managing the roles and relationships between people (employees) in the organization effectively and efficiently to achieve an organizational goal.

According to Hasibuan (2016), the functions of human resource management are as follows:

1. Planning

Plan the workforce effectively and efficiently to fit the company in realizing goals. Planning is a systematic and continuous process of analyzing an organization's need for HR in ever-changing conditions, and developing personnel policies that correspond to the organization's long-term plans. This is an integral part of the company's planning and budget, because HR financing and forecasting will influence and be influenced by the company's long-term plans.

2. Organizing

Structure an organization by designing the structure and relationships between the tasks that must be done by the prepared workforce. Organizing is an activity to organize all employees by establishing the division of labor, labor relations, delegation of authority, integration, and coordination in an organization chart. With the organization, it will provide a clear organizational structure with clear divisions and Standard Operational Procedures (SOPs) that are applied correctly.

3. Directing

Activities direct all employees to cooperate and work effectively and efficiently in helping to achieve the goals of the company, employees, and society. This direction is usually carried out by management or superiors in giving a responsibility, with the implementation of this direction it is hoped that the work carried out can be quickly resolved with good cooperation between workers at all levels

4. Controlling

Activities control all employees to comply with company regulations and work according to plan. This control is carried out so that the work carried out by employees is in accordance with the Standard Operational Procedures (SOP) applied and the rules imposed in a company to achieve the desired goals. In addition, this activity is carried out to measure employee performance to be adjusted to the compensation (salary) to be given.

5. Procurement

The process of withdrawal, selection, placement, orientation, and induction to get employees according to the needs of the company. This activity is defined as a set of activities to seek and entice job applicants with the necessary motivation, abilities, expertise, and knowledge to cover deficiencies identified in personnel planning. In this activity employees will be given a job description of the work to be done, where the job description explains the details of the duties and responsibilities and in which conditions the work is carried out.

6. Development

The process of improving the technical, theoretical, conceptual, and moral skills of employees through education and training. The education and training provided must be in accordance with current and future job needs. This is done to increase creativity, innovation, experience, and new knowledge that will be applied by employees in carrying out their work to be more effective and efficient. In addition to training, workshops, upgrading, and gaming can also be done to improve the skills of employees. Due to the development of technology, this skill improvement process can be done using very many methods.

7. Compensation

Provision of direct and indirect remuneration of money or goods to employees in exchange for services provided to the company. Compensation is a key component of a company's strategy, as the cost of hiring staff is the largest in the balance of payments, although it actually has more significance. All elements of remuneration, and this includes non-financial wages as well as financial wages are part of the management contract with its employees. The employee agrees to perform a certain job in return for a sum of money. Compensation in a broader sense can include other elements such as, the prospect of promotion, opportunities for training, job satisfaction, and so on. Emphasis is placed on the strategies, systems and processes needed to achieve goals.

8. Integration

Activities to unite the interests of the company and the needs of employees, in order to create harmonious and mutually beneficial cooperation. Integration is a collective relationship between management and a number of staff, whose discussion refers to a formally regulated way of conducting joint discussions between two parties, namely a trade union or staff association with their management, an informal relationship that is part of the processes and mechanisms used by the organization to convey it to a group of employees.

9. Maintenance

Activities to maintain or improve the physical, mental, and loyalty condition of employees so that they want to work together until retirement. Good maintenance is done with a welfare program that is based on the needs of its employees. Employee welfare programs are implemented by agencies to make employees feel comfortable at work. Comfort at work is expected to improve employee performance.

10. Discipline

Discipline is the most important function of HR and the key to realizing goals because without good discipline it is difficult to realize company goals. Discipline is applied by increasing activities and awareness to comply with company regulations and social norms. Discipline is also a factor that will determine the success of individuals and companies, so it can be said that discipline determines whether or not company goals are achieved.

11. Termination of Labor Relations (Separation)

Termination of a person's employment relationship from an enterprise. This termination of employment can be caused by the wishes of the employee, the wishes of the company, the employment contract expires, retirement and other causes. Many factors cause termination of employment, the cause can be from internal or external factors. However, from the termination of labor relations, management should also conduct an evaluation to analyze problems and improve management.

From several human resource management functions, it can be seen how important this management is for companies and agencies to improve the performance of their employees. So, this study will also explain about variables that can affect employee performance such as work motivation, work environment and servant leadership.

2.2. Employee Performance

Performance comes from the word job performance which means work performance or actual achievement achieved by a person / organization. Understanding performance (work performance) is the result of work in quality and quantity achieved carrying out its functions in accordance with the responsibilities given.

Performance is a performance that is the result of work produced by employees or real behavior displayed in accordance with their role in the organization (Fahmi, 2018). Performance is the result of work achieved by a person based on job requirements, requirements commonly referred to as work standards, namely the level expected by a particular job to be completed and compared to the goals or targets to be achieved (Bangun, 2012)

Performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization (Moehariono, 2012).

Performance is part of the results of activities carried out by an employee or employee when getting a set of work provided by the company, where the results obtained produce

something in accordance with the wishes of the company. Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017). Performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization.

Employee performance is a result of work obtained by someone in the completion of tasks assigned to him and is based on experience, proficiency, and sincerity (Hasibuan, 2016).

From some of the above understandings, it can be concluded that employee performance is a set of results achieved by employees in a program, activity, or policy in realizing organizational goals or objectives in accordance with the procedures and responsibilities given to them.

2.3. Motivational Work Environment

With work motivation, it can be seen the effect of employee performance, where employees will take action based on the desire to excel and obtain higher positions in the company. Motivation is a condition that encourages others to be able to carry out tasks in accordance with their functions in the organization (Widjaja, 2021)

The definition of motivation is simply what makes people exert real effort and energy from what they do. Psychologists have been exploring how to motivate employees since the beginning of the last century, and much knowledge about human motivation has been widely developed and applied (Jufrizen et al., 2020)

Motivation is one of the things that affect human behavior, motivation is also called a driver of wants, supporters or needs that can make a person excited and motivated to fulfill one's own impulses, so that they can act and act in certain ways that will lead to optimal direction. Motivation serves as a driver or encouragement to employees to want to work hard for the creation of good company goals (Tanjung, 2015).

Work motivation is important for every company, especially benefits for employees and the company. Motivation will encourage employees to be more accomplished and productive. Similarly, motivation in the company in order to increase production and reduce costs through improving employee attitudes and behavior (Purwati & Muttaqiyathun, 2014).

Motivation is an activity that produces, channels, and maintains human behavior (Jufrizen, 2018). According to (Bangun, 2018), motivation is an action to influence others to behave regularly.

Motivation is a factor that encourages a person to do certain activities, therefore motivation is often interpreted as a factor driving one's behavior. Motivation is a drive to a series of human behavior processes in achieving goals (Wibowo, 2014a).

Motivation is usually generated by internal or external factors. Internal factors come from the needs and desires that exist in a person, while external factors explain the forces that exist within individuals that are influenced by internal factors controlled by managers. Thus the workforce can be motivated through many factors, not only money or the desire for satisfaction, but also the need for achievement and meaningful work (Susilo et al., 2023).

According to (Irham Fahmi, 2013) that motivation is a behavioral activity of a person in working in order to meet the desired needs. Motivation can also be defined as a stimulation of one's desire and driving force to work where each motive has a certain goal to be achieved (Luffi et al., 2021).

2.4. Servant leadership

Servant leadership is a leadership model introduced by Robert K. Greenleaf in 1970. According to Robbins & Judge (2015), servant leadership is a leadership style that is characterized by transcending the leader's own interests and will focus on opportunities to help his followers grow and develop. The practice of servant leadership is characterized by an increased desire to serve others by taking a holistic approach to work, community, and decision-making processes that involve all parties.

According to Spears (2010), a servant leader is a leader who prioritizes service, starting with a person's natural sense of wanting to serve and to put service first. Furthermore, consciously, this choice brings aspiration and encouragement in leading others. This difference is evident from the attitude brought by the waiter, first is to feel confident that the highest needs of others are met.

Servant leadership is a new style of leadership, a style that puts serving others as a priority. Servant leadership emphasizes service to others, a holistic approach to work, promotes a sense of community, and shared power in decision-making (Spears, 2010)

Servant leadership is the ability of a leader to bring integrity, humility, and service into caring to empower and develop others in carrying out tasks and processes set vision, goals, lead, build teams, and discuss in making decisions (Parolini, 2005)

Based on some of the opinions above, the researcher takes the definition of servant leadership as a leadership style that prioritizes service and self-development of new members then pays attention to other rules in leading.

2.5. Work Motivation

The term motivation comes from the Latin word *movere* which means to drive or move. Motivation questions how to direct power and potential to work towards achieving specified goals (Hasibuan, 2016). Basically, a person works because he wants to make ends meet. The desire for oneself with others is different so that human behavior tends to vary at work.

Motivation is the spirit or drive in a person to achieve a certain goal. Here are some notions of motivation according to experts.

1. Motivation is a drive that arises from within a person because he is inspired and encouraged to do activities with enthusiasm and sincerity and happiness in carrying out so that the results obtained from these activities are very good and of high quality (Afandi, 2019)
2. Motivation is a potential force that exists within a human being, which can be developed alone or developed alone or developed by a number of outside forces which in essence revolve around monetary rewards and non-monetary rewards, which can affect the results of their performance positively or negatively (Winardi, 2017)
3. Motivation is a cause and effect that encourages someone to want to work with enthusiasm and pleasure so as to achieve optimal results (Farida, 2016)

Work motivation is a condition that can encourage a person or employee to do their work to realize the goals of the organization that has been set (Aprilliansyah et al., 2018). Work motivation is a condition that influences the enthusiasm of a person or employee in achieving organizational goals (Iskandar & Yuhansyah, 2018). Motivation is a driving factor for employees in improving employee performance (Hasibuan, 2016). Work motivation can increase morale and have more energy to produce good performance.

3. RESEARCH METHODS

This study uses a quantitative research approach using a survey method, namely questionnaires where the population in large and small coverage data is taken from the sample. Survey research is referred to as practical research intended to improve things. This survey research method is focused on the work environment and servant leadership can influence employee performance through work motivation.

4. RESULTS OF RESEARCH AND DISCUSSION

4.1. The Effect of the Work Environment on Employee Performance

The work environment is everything that is around employees that can affect employee performance in carrying out their work so that maximum work results will be obtained. The quality of the work environment greatly impacts employee performance. How well employees engage with their work environment greatly affects employee error rates, levels of innovation and collaboration with other employees, attendance, and employee retention.

The results of the path analysis test showed that the work environment variable had a positive and significant effect on employee performance variables with a calculated value of $3.393 > \text{table } 2.011$ and a significance value of $0.001 < 0.05$. This means that the work environment has a positive and significant effect on employee performance at Bank SUMUT employees of Medan Sharia Branch Office.

Based on the data that has been collected through the distribution of questionnaires, it can be concluded that the work environment in the company is good / comfortable. This can be seen from the answers of respondents who the majority answered that the lighting conditions (lights / lights) in the workplace room are good, air exchange or ventilation of the workplace is good so as not to interfere with the smooth running of work, the workplace is far from noise so that it can work with focus, the color of the walls in the workspace is very supportive of the state of mind to work, there is enough space in the workplace to support work, The security unit in the workplace has worked well so that it feels safe and has a good relationship with fellow employees and has a work team that supports each other.

The results of statistical testing show that the work environment has a positive and significant effect on the performance of PT Bank SUMUT Medan Sharia Branch Office. This research is in line with research conducted by (Riyanto et al., 2021) which concluded that the work environment has a positive and significant effect on employee performance.

4.2. The Influence of Servant Leadership on Employee Performance

Servant leadership is the ability of a leader to bring integrity, humility, and service into caring to empower and develop others in carrying out tasks and processes set vision, goals, lead, build teams, and discuss in making decisions (Parolini, 2005)

Servant leadership is a necessary factor if the company wants its employees to produce optimal work motivation. A servant leadership style will result in optimal employee performance. Servant leadership begins when leaders promise themselves to put subordinates first, be honest with subordinates, prioritize actions to listen to subordinates and develop long-term relationships with subordinates.

The results of the path analysis test showed that the servant leadership variable had no effect on employee performance variables with a calculated value of $2.218 < \text{table } 2.011$ and a significance value of $0.027 > 0.05$. This means that servant leadership has a positive and significant effect on employee performance at Bank SUMUT employees of Medan Sharia Branch Office.

Based on the data that has been collected through the distribution of questionnaires, it can be concluded that the application of servant leadership in the company is good. This can be seen from the answers of respondents, the majority of whom answered that leaders create a sense of comfort at work, leaders are able to map problems and then communicate assignments clearly and measurably to employees, leaders have future-oriented targets, leaders always listen to opinions, criticisms and suggestions from employees, and leaders trust employees in carrying out their responsibilities.

The results of statistical testing show that servant leadership has a positive and significant effect on the performance of PT Bank SUMUT Medan Sharia Branch Office. This research is in line with research conducted by (Muhtasom et al., 2017) which concluded that the application of servant leadership has a positive and significant influence on employee performance.

4.3. The Effect of Work Motivation on Employee Performance

Work motivation is a condition that can encourage a person or employee to do their work to realize the goals of the organization that has been set (Aprilliansyah et al., 2018). Work motivation is a set of effective forces that come from within and outside oneself which is the primary behavior and form related to work, direction, intensity and perseverance that he determines. Work motivation results in employee performance because it satisfies the individual's need for self-actualization. (Aprilliansyah et al., 2018)

Work motivation will make employees have a higher commitment and loyalty to the organization, even causing employees to like their jobs more. This certainly improves employee performance, which ultimately contributes to organizational performance. Work motivation is a positive mechanism that moves and directs employees to use their power and potential to achieve the success of predetermined goals.

The results of the path analysis test showed that the work motivation variable had a positive and significant effect on employee performance variables with a calculated value of $2.751 > \text{table } 2.011$ and a significance value of $0.006 < 0.05$. This means that work motivation has a positive and significant effect on employee performance at Bank SUMUT employees of Medan Sharia Branch Office.

Based on the data that has been collected through the distribution of questionnaires, it can be concluded that employee motivation is quite high. Work motivation will make employees have a higher commitment and loyalty to the company, even causing employees to like their jobs more. This certainly improves employee performance, which ultimately contributes to the company's performance. Work motivation is a positive mechanism that moves and directs employees to use their power and potential to achieve the success of predetermined goals.

This research is in line with research conducted by (Sukiyah et al., 2021) which concluded that work motivation has a positive and significant influence on employee performance.

4.4 The Influence of the Work Environment on Work Motivation

The results of the path analysis test showed that the work environment variable had a positive and significant effect on the work motivation variable with a calculated value of $5.052 > \text{table } 2.011$ and a significance value of $0.000 < 0.05$. This means that the work environment has a positive and significant effect on work motivation for employees of Bank SUMUT Medan Sharia Branch Office.

From the data that has been collected through the distribution of questionnaires, it can be seen that in general the work environment is good. Where the majority of employees answered that Bank SUMUT Medan Sharia Branch Office has physical environmental conditions such as good building conditions, adequate lighting, cold room temperature, and sophisticated work facility systems will be able to make employees work more

comfortably and improve their performance. Non-physical work environment such as a good relationship between employees and superiors.

The work environment will affect the formation of work motivation. The work environment, whether physical or non-physical, is largely responsible for whether an employee will perform to his or her potential. A conducive and good work environment can affect the work motivation of an employee.

This research is in line with research conducted by (Haslindah et al., 2021) which concluded that there is a positive and significant influence of the work environment on work motivation.

4.5 The Influence of Servant Leadership on Work Motivation

Servant leadership has an advantage because the relationship between leaders and subordinates is oriented towards the nature of serving and emphasizes more on moral strength in leading. A leader has a responsibility to serve the interests of his subordinates so that they are more prosperous. Servant leadership often focuses on developing followers with the goal of increasing followers' capacity to take creative approaches and take on greater responsibility in the workplace.

The results of the path analysis test showed that the work environment variable had a positive and significant effect on the work motivation variable with a calculated value of $7.888 > \text{table } 2.011$ and a significance value of 0.000 so that it < 0.05 . This means that servant leadership has a positive and significant effect on work motivation in employees of Bank SUMUT Medan Sharia Branch Office.

Based on the data that has been collected through the distribution of questionnaires, it can be concluded that the application of servant leadership in the company is good. The right and good leadership system will provide high work motivation for employees. Thus, employee motivation to provide more performance and behavior to provide benefits to the organization voluntarily will increase.

This research is in line with research conducted by (Asvriana et al., n.d.) which concludes that there is a positive and significant influence of servant leadership on work motivation.

4.6 The Influence of the Work Environment on Employee Performance through Work Motivation

The previous section has explained that directly the work environment has a positive and significant effect on employee performance. This is in accordance with the results of statistical testing which shows that the work environment has a positive and significant effect on employee performance through work motivation with a calculated value of $2.498 > \text{table } 2.011$ and a significance of 0.013 so that it < 0.05 . This means that the work environment has a positive and significant effect on employee performance through work motivation for employees of Bank SUMUT Medan Sharia Branch Office.

A conducive and good work environment can affect the work motivation of an employee and will later affect the performance of the employee. The same is stated by (Sari & Aziz, 2019) which concludes that the work environment has a positive and significant effect on employee performance with work motivation as an intervening variable

4.7 The Influence of Servant Leadership on Employee Performance through Work Motivation

The previous section has explained that servant leadership directly has a positive and significant effect on employee performance. This is in accordance with the results of statistical testing which shows that servant leadership has a positive and significant effect on employee performance through work motivation with a calculated value of $2.537 > \text{table } 2.011$ and a significance of $0.011 < 0.05$. This means that servant leadership has a

positive and significant effect on employee performance through work motivation in employees of Bank SUMUT Medan Sharia Branch Office.

Servant leadership will motivate employees to have good performance. The higher the work motivation possessed by employees, the better their performance. So that leadership with the type of servant leadership will be able to provide positive work motivation for employees, in the end it will be able to create good employee performance. The same thing was stated by (Hariyono & Andreani, 2020) who concluded that servant leadership has a positive and significant effect on employee performance with work motivation as an intervening variable.

5. CONCLUSION

Based on the data obtained in this study from respondents totaling 51 people who have then been analyzed, several conclusions can be drawn as follows:

1. The Work Environment has a positive and significant influence on the Performance of Bank SUMUT Employees of Medan Sharia Branch Office. This is evidenced by a calculated value of 3.393 > table of 2.011 and a significance value of $0.001 < 0.05$.
2. Servant Leadership has a positive and significant influence on the Performance of Bank SUMUT Employees of Medan Sharia Branch Office. This is evidenced by a calculated value of 2.218 < table of 2.011 and a significance value of $0.027 > 0.05$.
3. Work Motivation has a positive and significant influence on the Performance of Bank SUMUT Employees of Medan Sharia Branch Office. This is evidenced by a calculated value of 2.751 > table of 2.011 and a significance value of $0.006 < 0.05$.
4. The Work Environment has a positive and significant influence on the Work Motivation of Bank SUMUT Employees of Medan Sharia Branch Office. This is evidenced by a calculated value of 5.052 > table of 2.011 and a significance value of $0.000 < 0.05$.
5. Servant Leadership has a positive and significant influence on the Work Motivation of Bank SUMUT Employees of Medan Sharia Branch Office. This is evidenced by a calculated value of 7.888 > table of 2.011 and a significance value of 0.000 so that it < 0.05.
6. The Work Environment has a positive and significant influence on Employee Performance through the Work Motivation of Bank SUMUT Employees of Medan Sharia Branch Office. This is evidenced by the calculated value of 2.498 > table 2.011 and significance of 0.013 so that it < 0.05.
7. Servant Leadership has a positive and significant influence on Employee Performance through the Work Motivation of Bank SUMUT Employees of Medan Sharia Branch Office. This is evidenced by a calculated value of 2.537 > table 2.011 and a significance of $0.011 < 0.05$.

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