

# The Influence of Delegative Leadership Style, Motivation, Work Environment on Employee Performance in Self-Efficiency Mediation in SNVT Housing Provision of East Java Province

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## Abstract

*This study aimed to investigate and analyze the effect of delegating leadership style, work motivation, work environment on employee performance mediated by self-efficacy in SNVT Provision of Housing in East Java Province (PNP). The population of this study was all employees of SNVT PNP. The sampling technique used a saturated sample. The data analysis technique was the path analysis model. As the path analysis test results, this study indicated that (1) the delegative leadership style had an effect on employee performance; (2) the work motivation had an effect on employee performance; and (3) the work environment had an effect on employee performance. Moreover, this study used the Sobel test to present the effect of mediation. The results showed that (1) self-efficacy could mediate delegating leadership style to employee performance; (2) self-efficacy could mediate work motivation on employee performance; (3) self-efficacy could mediate the work environment on employee performance. Furthermore, this study concluded that the variables of delegating leadership style, work motivation, and work environment affect employee performance and could be mediated by the self-efficacy variable.*

## Keywords

delegative leadership style; work motivation; work environment; employee performance; self-efficacy



## I. Introduction

Every company has something unique that is not owned by other companies, one of the uniqueness of a company lies in its human resources. Human resources (HR) is one of the important factors that cannot even be separated from an organization, both companies and institutions. In addition, HR is also a factor that affects the development of a company (Hadi, 2015). Human resources in a company must be managed properly in order to increase the effectiveness and efficiency of the company's organization. This can be seen from the performance of the HR in carrying out the assigned job responsibilities. HR in each company has its own characteristics and cannot be imitated by one another. The human resources referred to in this study are employees. According to Werdhiastutie et al (2020) the development of human resources should focus more on increasing productivity and efficiency. This can be realized because today's competition, especially among nations, is getting tougher and demands the quality of strong human resources as managers and implementers in an organization or institution.

Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities or about how a person is expected to function and behave in accordance with the tasks that have been assigned to him and the quantity, quality and time spent on the task. Each employee has different work abilities in doing the assigned tasks (Sutrisno, 2016:10).

SNVT (Specific Non-Vertical Work Unit) is a government agency that manages in improving infrastructure in the housing sector to help people who still have uninhabitable houses (RTLH). SNVT for Housing Provision is located in various provinces in Indonesia, one of which is SNVT for Housing Provision for East Java Province, which is one of the government programs in infrastructure development in East Java Province.

In research related to employee performance, the variables chosen by the author in this study are leadership style, motivation, work environment and self-efficacy. There are several types of leadership styles that exist but in this study the leadership style that will be studied is the delegative leadership style. This is because it adapts to the existing conditions at the research location based on the results of direct observations in the field that the existing leadership style tends to lead to a type of delegative leadership style.

The considerations in choosing the four variables are 1) the variable of the delegative leadership style, because the leadership style can affect the performance of employees, this delegative leadership style tends to encourage the ability of its employees to be able to work as desired and pay less attention to the processes carried out by subordinates in delegating tasks. and the responsibilities that have been given, such as research from Prasetya et al.(2017), which states that the delegative leadership style affects employee performance; 2) work motivation variable, because work motivation can affect employee performance with motivation in employees it is expected that each individual employee is willing to work hard and enthusiastically in completing work so that it will produce high work productivity, as is the case with research from Amalia and Fakhri (2016 ), which states that work motivation affects employee performance; 3) work environment variables, because the work environment is a very important component for employees in carrying out work activities by paying attention to a good work environment and creating comfortable working conditions that will provide motivation for enthusiasm in completing work, such as research from Budianto and Katini (2015), which states that the work environment affects employee performance; 4) employee performance variable, because employee performance can affect the employee's work results in carrying out the duties and responsibilities that have been given to him both in quality and quantity; 5) self-efficacy variable, because self-efficacy is needed in employees to complete work because with employees having high self-efficacy, employees will be sure and try their best to be able to complete all tasks and responsibilities that have been given to them by the leadership, as well as research from Mukrodi (2018), which states that self-efficacy has an influence on the level of employee performance.

And the issue that will be discussed in this study are 1) Does the delegative leadership style affect the performance of employees at SNVT for Housing Provision in East Java Province?; 2) Does motivation affect employee performance at SNVT for Housing Provision in East Java Province?; 3) Does the work environment affect the performance of employees in SNVT for Housing Provision in East Java Province?; 4) Does the delegative leadership style affect employee performance mediated by self-efficacy in SNVT for Housing Provision in East Java Province?; 5) Does motivation affect employee performance mediated by self-efficacy in SNVT for Housing Provision in East Java Province?; and 6) Does the work environment affect employee performance mediated by self-efficacy in SNVT for Housing Provision in East Java Province?.

Based on the background that has been described, the author conducts research and in-depth studies in a scientific work in the form of a thesis with the title "The Influence of Delegative Leadership Style, Motivation and Work Environment on Employee Performance Mediated by Self-Efficacy in SNVT Housing Provision in East Java Province"

## **II. Review of Literature**

### **2.1 Employee Performance**

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, 2016: 67). Meanwhile, according to Simanjuntak in Widodo (2015: 1) states that employee performance is individual performance as a level of achievement or a person's work results from targets that must be carried out within a certain time.

### **2.2 Self-Efficacy**

Omford explained that self-efficacy is the belief that a person is able to carry out tasks in a certain way to achieve certain goals (Fattah, 2017: 55). Rosyiana (2019:102) also explains Bandura's opinion regarding employee self-efficacy as a belief in the ability of employees to be able to organize and carry out a series of actions that are considered necessary to produce a work result.

### **2.3 Delegative Leadership Style**

Hasibuan (2014:172) states that the Delegative Leadership Style is a leadership style that does not care about how subordinates make decisions and do their work, completely left to their subordinates. This is reinforced by his leadership style which tends to be less concerned with the processes carried out by subordinates in delegating the tasks and responsibilities that have been given. Furthermore, Hasibuan explained that delegative leadership is leadership that is characterized when a leader delegates authority to subordinates somewhat completely. Here the leader hands over responsibility for the implementation of the work to the subordinates in the sense that the leader wants his subordinates to be able to control themselves in completing the work.

### **2.4 Work Motivation**

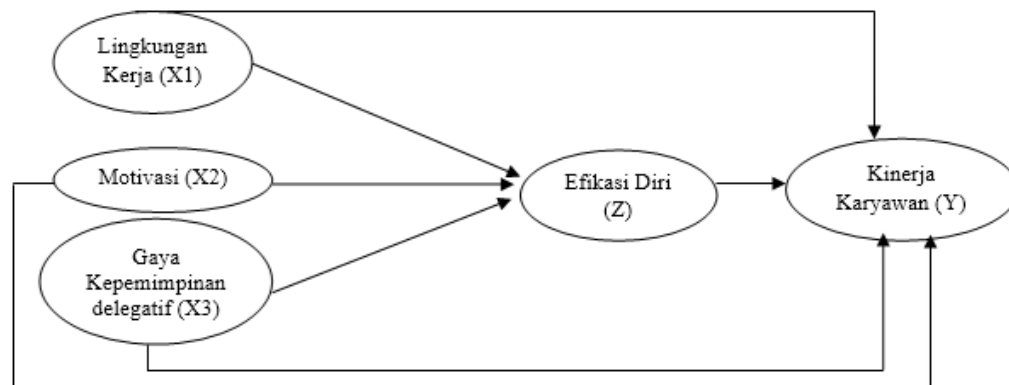
Work motivation is a capital in moving and directing employees or workers to be able to carry out their respective duties in achieving goals with full awareness, enthusiasm and responsibility (Hasibuan, 2008: 117). This motivation is important because with motivation it is expected that each individual employee will work hard and be enthusiastic to achieve high work productivity (Sunyoto, 2015:45).

### **2.5 Work Environment**

The work environment is a very important component when employees perform work activities. By paying attention to a good work environment or creating working conditions that are able to provide motivation to work, it will have an influence on employee performance at work (Sunyoto, 2015: 38). The work environment is an environment where employees can carry out their daily duties with all the work facilities and infrastructure needed to carry out these tasks (Widodo, 2015: 95).

## 2.6 Conceptual Framework

To facilitate understanding in this research, the following research model is needed.



*Figure 1. Conceptual Framework*

### Hypothesis

H1: Delegative Leadership Style has an effect on employee performance.

H2: Work motivation has an effect on employee performance.

H3 : The work environment has an effect on employee performance.

H4: Delegative Leadership Style has an effect on mediated employee performance on self-efficacy

H5: Work motivation affects employee performance mediated by self-efficacy

H6: The work environment affects employee performance mediated by self-efficacy

## III. Research Methods

The type of research in this research is quantitative research. Quantitative research is research that emphasizes testing theories and hypotheses through measuring research variables in the form of numbers (quantitative) and analyzing data using statistical procedures or mathematical modeling (Efferin et al, 2008:47). The population in this study were all SNVT PNP employees of East Java Province, with 48 people. In this study, the sampling technique used a saturated sample. According to Sugiyono (2017:85) the saturated sampling technique is a sampling technique where all members of the population are used as samples. The sample used in this study is 48 total samples, namely all employees of SNVT PNP East Java Province.

The source of data is primary data, which is data obtained directly from respondents. Primary data in this study were obtained from questionnaires filled out by respondents directly and observations made by researchers. In collecting data, the researchers used the following steps: Field research is a research method that conducts research directly on the object of research, in this case is the SNVT PNP East Java Province. This field research was conducted by collecting data and administering a questionnaire. Questionnaire is a data collection technique by distributing questionnaires to respondents with the aim of obtaining the required data.

## IV. Results and Discussion

### 4.1 Descriptive Results Characteristics of Respondents

The descriptive characteristics of respondents in this study include gender, age, last education, and years of service. The sample used in this study were 48 people who worked at SNVT for Housing Provision in East Java Province. The following is a descriptive explanation of the characteristics of the respondents which are translated into several tables.

**Table 1.** Gender Characteristics of Respondents

Gender	Amount	Percentage
Man	32	66.7%
Woman	16	33.3%

Source: Processed data, 2020

Based on Table 1 above, it can be seen that the number of man respondents was 32 people with a percentage of 66.7%, while the number of woman respondents was 16 people with a percentage of 33.3%.

**Table 2.** Characteristics of Respondent Age

Age	Amount	Percentage
Age of 20 - 30 years	34	70.8%
Age of 31 - 40 years	13	27.1%
Age of 41 – 50 years	1	2.1%
Age of > 50 years	-	-

Source: Processed data, 2020

Based on Table 2 above, it can be seen that the number of respondents aged 20-30 years is 34 people with a percentage of 70.8%; age 31-40 years as many as 13 people with a percentage of 27.1%; age 41-50 years as many as 1 person with a percentage of 2.1%.

**Table 3.** Characteristics of Respondents' Education

Education	Amount	Percentage
SD	-	-
SMP	-	-
SMA	-	-
Sarjana	48	100%

Source: Processed data, 2020

Based on Table 3 above, it can be seen that the number of respondents in this study were all undergraduate education, which was 100%. This means that the information that can be known from the East Java SNVT employees who became respondents in this study with a total of 48 respondents being undergraduate education.

**Table 4.** Characteristics of Respondents Working Period

Working Period	Amount	Percentage
Working Period < 1 year	1	2.1%
Working Period between 1-2 years	11	22.9%
Working Period between 3-4 years	26	54.2%
Working Period > 4 years	10	20.8%

Source: Processed data, 2020

Based on Table 4 above, it can be seen that the number of respondents who have a working period of less than 1 year is 1 person with a percentage of 2.1%; working period of 1-2 years as many as 11 people with a percentage of 22.9%; working period of 3-4 years as many as 26 people with a percentage of 54.2% and working period of more than 4 years as many as 10 people with a percentage of 20.8%.

## 4.2 Validity and Reliability Test Results

### a. Validity Test

Validity test is used to determine that the instrument used is valid/feasible or not to be used in a study. The validity test in this study uses the SPSS program and the basis for making decisions on the validity test is by comparing the r-count numbers with the r-table. The calculated r in this study was calculated using SPSS while the r table used was a minimum r table of 0.3 (Sugiyono, 2016:177). The results of the validity test in this study are shown in the following table:

**Table 5.** Validity Test Results

No. Of Pieces	r calculate	r table	Description
X1.1	0,651	0,3	Valid
X1.2	0,664	0,3	Valid
X1.3	0,603	0,3	Valid
X1.4	0,618	0,3	Valid
X1.5	0,624	0,3	Valid
X1.6	0,702	0,3	Valid
X1.7	0,612	0,3	Valid
X1.8	0,644	0,3	Valid
X1.9	0,613	0,3	Valid
X1.10	0,615	0,3	Valid
X1.11	0,533	0,3	Valid
X1.12	0,524	0,3	Valid
X1.13	0,616	0,3	Valid
X1.14	0,524	0,3	Valid
X1.15	0,614	0,3	Valid
X2.1	0,379	0,3	Valid
X2.2	0,419	0,3	Valid
X2.3	0,428	0,3	Valid
X2.4	0,466	0,3	Valid
X2.5	0,568	0,3	Valid
X2.6	0,410	0,3	Valid
X2.7	0,321	0,3	Valid
X2.8	0,468	0,3	Valid
X2.9	0,301	0,3	Valid
X2.10	0,418	0,3	Valid
X2.11	0,429	0,3	Valid
X2.12	0,424	0,3	Valid
X2.13	0,508	0,3	Valid
X3.1	0,405	0,3	Valid
X3.2	0,380	0,3	Valid
X3.3	0,464	0,3	Valid
X3.4	0,509	0,3	Valid
X3.5	0,388	0,3	Valid
X3.6	0,633	0,3	Valid
X3.7	0,438	0,3	Valid



No. Of Pieces	r calculate	r table	Description
X3.8	0,553	0,3	Valid
X3.9	0,611	0,3	Valid
Z.1	0,620	0,3	Valid
Z.2	0,605	0,3	Valid
Z.3	0,620	0,3	Valid
Z.4	0,650	0,3	Valid
Z.5	0,601	0,3	Valid
Z.6	0,667	0,3	Valid
Z.7	0,615	0,3	Valid
Z.8	0,610	0,3	Valid
Z.9	0,620	0,3	Valid
Y.1	0,722	0,3	Valid
Y.2	0,731	0,3	Valid
Y.3	0,715	0,3	Valid
Y.4	0,702	0,3	Valid

Source: Processed SPSS data, 2020.

Based on the results of SPSS calculations in the table above, it states that the questionnaire is valid or feasible to use because the t-count value of each item is greater than 0.3.

#### b. Reliability Test

This reliability test is used to see the extent to which the measurement results with the same object produce the same data. This reliability test is calculated using the SPSS program by comparing the Cronbach alpha number with the provision that the minimum value of the Cronbach alpha number is 0.6. The results of the reliability test in this study are shown in the following table:

**Table 6.** Reliability Test Results

Variable	Cronbach's Alpha	Description
Delegative leadership style (GKD)	0,873	Reliable
Work Motivation (MK)	0,795	Reliable
Work environment (LK)	0,759	Reliable
Self-efficacy (ED)	0,889	Reliable
Employee Performance (KK)	0,815	Reliable

Source: Processed SPSS data, 2020.

Based on the results of SPSS calculations in Table 6 above, it is stated that the questionnaire for each variable is reliable to use because the Cronbach's alpha value is > 0.6.

#### 4.3 Structural Equation Model Analysis Results 1

The regression of the structural equation model 1 (one), namely the delegative leadership style, work motivation, and work environment on self-efficacy, following the test results of the structural equation model 1 as shown in table 7:

**Table 7.** Structural Equation Model 1

Variable	Coefficient	t count	Significant
Constant	35.574		
Delegative Leadership Style	0.183	2.832	0.007
Work motivation	0.043	2.449	0.017
	0.138	2.549	0.014
Work environment		0.283	
R Square		0,000	
Significant F count		48	

Source: Processed data, 2020

#### 4.4 Results of Regression Analysis of the 2 Structural Equation Model

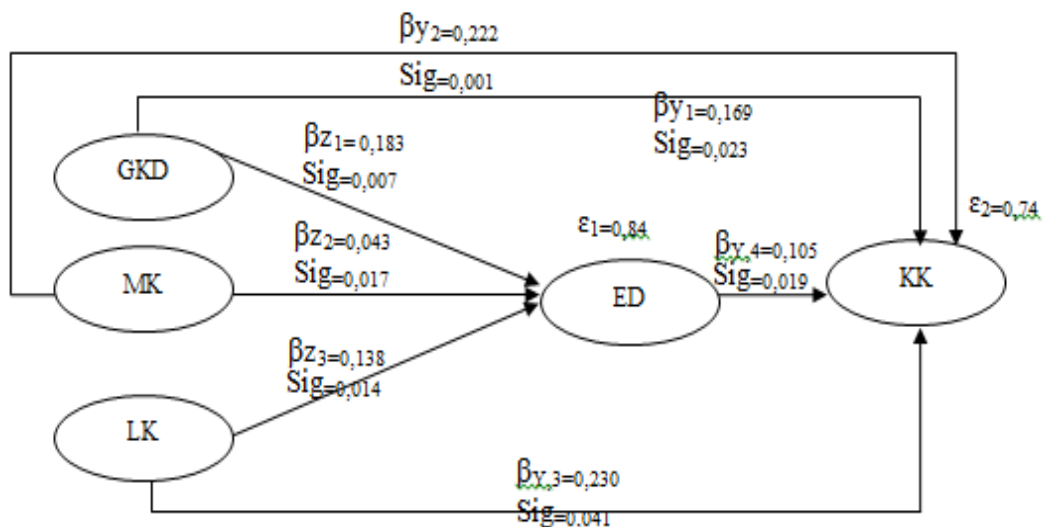
The regression of the structural equation model 2 (two), namely the delegative leadership style, work motivation, work environment, on employee performance through self-efficacy as an intervening variable, following the results of the structural equation model 2 test results as table 8:

**Table 8.** Structural Equation Model 2

Variable	Coefficient	t count	Significant
Constant	3,417		
Delegative Leadership Style	0,169	2,361	0,023
Work motivation	0,222	3,593	0,001
	0,230	2,106	0,041
Work environment	0,105	2,429	0,019
Self-Efficacy		0. 443	
R Square		0,000	
Significant F count		48	

Source: Processed data, 2020.

Based on the results of the path analysis output, it is compiled into a path analysis model as follows:

**Figure 3.** Structural Equation Diagram



## 4.5 Classic Assumption Test Results

### a. Normality Test

This normality test is used to determine the distribution of a data that is normally distributed or not. This normality test uses the Kolmogorov-Smirnov test. The results of this test can be seen in the following table. The purpose of the normality test is to determine whether the residual data from the linear regression model has a normal distribution or not (Ghozali, 2011: 160). The following are the results of the One-Sample Kolmogorov-Smirnov test as shown in table 9 below:

**Table 9.** *One-Sample Kolmogorov-Smirnov Test*

		Unstandardized Residual
N		48
Normal Parameters <sup>a,b</sup>	Mean	0E-7
	Std. Deviation	,95824290
Most Extreme Differences	Absolute	,141
	Positive	,090
	Negative	-,141
Kolmogorov-Smirnov Z		,976
Asymp. Sig. (2-tailed)		,297

a. Test distribution is Normal.

b. Calculated from data.

Source: Processed data, 2020

Based on the results of the One-Sample Kolmogorov-Smirnov test as shown in table 4.14, it shows that the asympt value. Sig (2-tailed) of 0.297. Because the value is  $0.297 > (0.05)$ , it can be concluded that the data is normally distributed. This means that all independent variables are normal distributions, so that the residual data will form a linear regression model.

### b. Multicollinearity Test

This test is used to test whether or not there is a correlation between independent variables in the regression model. If there is a correlation between independent variables, then the regression model becomes biased. With the provision of a good path analysis model, there should be no correlation between the independent variables. The cut off value that is generally used to show that all independent variables do not have multicollinearity problems is the tolerance value  $> 0.10$  or the VIF value  $< 10$  (Sujarweni, 2015:185). The following are the results of the multicollinearity test, as shown in table 10:

**Table 10.** *Multicollinearity Test*

Independent variable	Collinearity Statistics Value	
	Tolerance	VIF
Delegative Leadership Style	0,866	1,155
Work motivation	0,897	1,115
Work environment	0,864	1,157
Self Efficacy	0,747	1,339

Source: Processed data, 2020

Based on the results of the multicollinearity test as shown in table 4.16 above, it shows that the leadership style variable tolerance value is 0.866, work motivation is 0.897, work environment is 0.864 and self-efficacy is 0.747, the tolerance value is  $> 0.10$ . Furthermore, for the leadership style VIF value of 1.155, work environment of 1.157, work motivation of 1.115 and self-efficacy of 1.339, where the VIF value is  $< 10$ . So it can be concluded that the variables studied do not contain multicollinearity.

### c. Heteroscedasticity Test

The purpose of this test is to determine whether the variance of the residual data from one observation to another is different or fixed, if the variance of the residual data is the same it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is a homoscedasticity or a heteroscedasticity problem that does not occur (Sujarweni, 2015:190). The heteroscedasticity test method uses Spearman's rho correlation, which is to correlate the independent variable with the unstandardized residual value with the following conditions:

- a. If the value of sig 0.05, then there is no symptom of heteroscedasticity.
- b. If the value of sig  $< 0.05$ , then there is a symptom of heteroscedasticity.

The following are the results of the heteroscedasticity test as shown in table 11 below:

**Table 11.** Heteroscedasticity Test

<b>Independent variable</b>	<b>Correlation Coefficient</b>	<b>Sig. (2-tailed)</b>
Delegative Leadership Style	0,020	0,930
Work motivation	0,035	0,815
Work environment	0,143	0,333
Self Efficacy	0,139	0,347

Source: Processed data, 2020.

Based on the results of the heteroscedasticity test as shown in table 11. above, this shows that the significant value of each variable is the variable (Delegative Leadership Style = 0.930, Work Motivation = 0.815, Work Environment = 0.333, and Self Efficacy = 0.347) significant value ( 0.05). This means that the variables studied do not contain elements of heteroscedasticity.

After testing the research instruments, where all the test instruments are declared valid and reliable, and also further testing the classical assumptions, where all the variables studied do not violate the assumptions of regression or classical assumptions, so that the model under study does not become biased when making decisions. Path analysis and hypothesis testing will be conducted.

### 4.6 Path Model Analysis

The path model test is used to determine and develop a model of the influence between the independent variable (exogenous) and the dependent variable (endogenous) both directly and indirectly (Robert D. Retherford 1993). This path model test is also used to calculate Sobel's t. This model test is also used to determine the mediating effect of each variable studied in this study using the formula of t Sobel.

To determine the effect of the mediating variable, the theory developed by Sobel (1982) is used and known as the Sobel test (Sobel test) (Ghozali, 2011: 248). The Sobel test is carried out by testing the strength of the indirect effect of X to Y through Z. To

calculate the value of the Sobel t test using Calculation for the Sobel test software. The following are the results of the path model test with SPSS program rocks, the Anova table, Coefficients table and Model Summary table are obtained, the following are the test results for each path model.

#### a. Test Path Model 1

In accordance with the theory of Kenny and Baron (1986), Sobel (1982), Goodman (1960) below to determine the mediating effect of the intervening variable, each path model developed by the researcher will be tested. In this research there are 3 (three) path models, including path 1 model, namely the influence of delegative leadership style on employee performance through self-efficacy, path 2 (two) model, namely the influence of work motivation on employee performance through self-efficacy, and path 3 (three) models. ) namely the influence of the work environment on employee performance through self-efficacy. Furthermore, the path model 1 (one) test was conducted, namely the influence of the delegative leadership style on employee performance through self-efficacy. The following are the results of the path 1 model test as shown in table 12: Delegative Leadership Style Path Model on Employee Performance through Self-Efficacy

**Table 12.** Delegative Leadership Style Path Model on Employee Performance through Self-Efficacy

Variable	Beta coefficient	t count	Significant
<b>Main Effect X1 to Y</b>			
Delegative leadership style	0,271	2,908	0,016
<b>X1 to Z mediating effect</b>			
Delegative leadership style	0,275	2,937	0,006
<b>Simultaneous effect</b>			
Delegative leadership style	0,179	2,273	0,021
Self Efficacy	0,334	2,373	0,022
R Square		0,472	
Significant F count		0,013	
N		48	

Source: Processed data, 2020

Based on the analysis test results of path 1 (one) model as shown in table 12, it shows that the beta coefficient value from the main effect of the independent variable to the dependent variable (delegative leadership style to employee performance = 0.271) and the effect of the independent variable to the intervening variable (leadership style to efficacy). self = 0.275) and the simultaneous effect of variables (delegative leadership style = 0.179 and self-efficacy = 0.334) means positive because it shows a unidirectional change between the independent variable and the dependent variable through the intervening variable.

#### b. Test Path Model 2

Test path model 2 (two), namely the effect of work motivation on employee performance through self-efficacy. The following are the test results of the path 2 model as table 13:

**Table 13.** Pathway Model of Work Motivation on Employee Performance Through Self-Efficacy

Variable	Beta coefficient	t count	Significant
<b>Main Effect X2 to Y</b>			
Work motivation	0,218	2,255	0,002
<b>X2 to Z mediating effect</b>			
Work motivation	0,309	2,203	0,033
<b>Simultaneous effect</b>			
Delegative leadership style	0,332	2,439	0,019
Self Efficacy	0,486	3,569	0,001
R Square		0,246	
Significant F count		0,002	
N		48	

Source: Processed data, 2020

Based on the results of the analysis of the path model 2 (two) as shown in table 4.19, it shows that the beta coefficient value from the main effect of the independent variable to the dependent variable (work motivation to employee performance = 0.218) and the effect of the independent variable to the intervening variable (work motivation to self-efficacy). = 0.309) and the simultaneous effect of the variables (work motivation = 0.332 and self-efficacy = 0.486) means that it is positive because it shows a unidirectional change between the independent variable and the dependent variable through the intervening variable.

### c. Test Path Model 3

The path model test is used to determine whether the intervening variable is able to mediate the effect of the independent variable on the dependent. Test path model 3 (three), namely the influence of the work environment on employee performance through self-efficacy. The following are the test results of the 3 (three) path model as shown in table 14:

**Table 14.** Work Environment Path Model on Employee Performance Through Self-Efficacy

Variable	Beta coefficient	t count	Significant
<b>Main Effect X to Y</b>			
Work environment	0,467	3,582	0,001
<b>X to Z . mediating effect</b>			
Work environment	0,265	2,586	0,013
<b>Simultaneous effect</b>			
Work environment	0,393	3,019	0,004
Self Efficacy	0,279	2,142	0,038
R Square		0,290	
Significant F count		0,000	
N		48	

Source: Processed data, 2020

Based on the results of the analysis test of the path 3 (three) model as shown in table 4.20, it shows that the beta coefficient value from the main effect of the independent variable to the dependent variable (work environment to employee performance = 0.467) and the effect of the independent variable to the intervening variable (work environment to self-efficacy). = 0.265) and the simultaneous effect of the variables (work environment = 0.393 and self-efficacy = 0.279) means positive because it shows a unidirectional change between the independent variable and the dependent variable through the intervening variable. After the path model test is known, then the model feasibility test and hypothesis testing will be carried out.

#### 4.7 Model Feasibility Test (Test f)

The purpose of the model's feasibility test (goodness of fit) According to Ghazali (2011) to find out how much the independent variables explain the dependent variable in the model, using the F test and the significance level = 0.05. The decision making criteria is based on the following provisions:

- a. If the significant value is 0.05, the hypothesis is rejected, which means that the independent variable has no effect on the dependent variable or the model is not feasible.
- b. If the significant value is  $<0.05$ , the hypothesis is accepted, which means that the independent variable affects the dependent variable or the model is feasible.

Based on the test results of the structural equation model as shown in table 7 and table 8, it shows that the structural equation model 1 and the structural equation model 2 have a significant value  $< (0.05)$ , this means it is accepted, which means the structural equation model 1 and the structural equation model 2 observed is a feasible model. This shows that the variables of delegative leadership style, work environment, and work motivation are able to explain employee performance variables with self-efficacy variables as intervening variables.

#### 4.8 Hypothesis Test (t Test)

Test the hypothesis by using the t test as a reference to show the influence of the independent variables individually in explaining the dependent variable. This test is carried out by comparing the significance value with = 0.05, where decision making is based on the following provisions:

- a. If the significant value is 0.05, then the hypothesis is rejected, which means that the independent variable has no effect on the dependent variable.
- b. If the significant value  $<0.05$  then the hypothesis is accepted which means that the independent variable affects the dependent variable.

Based on the results of the regression model test as shown in table 4.13, the hypothesis test can be explained as follows:

1. Hypothesis Test 1: Delegative Leadership Style has a positive and significant effect on employee performance.

The results of the structural equation analysis test as shown in table 4.13 show that the significant value of delegative leadership style on employee performance is 0.023, where the significant value is  $< \alpha (0.05)$ . This means that the delegative leadership style has an effect on employee performance. With a positive regression coefficient value, this shows that the variable of the delegative leadership style has a direct relationship to employee performance. The hypothesis which states that the delegative leadership style has a positive effect on employee performance is proven.

2. Hypothesis Test 2: Work motivation has a positive and significant effect on employee performance.

The results of the structural equation analysis test as shown in table 4.13 show that the significant value of work motivation on employee performance is 0.001, where the significant value is  $< (0.05)$ . This means that work motivation has an effect on employee performance. With a positive regression coefficient value, this shows that the work motivation variable has a direct relationship to employee performance. The hypothesis which states that work motivation has a positive effect on employee performance is proven.

3. Hypothesis Test 3: The work environment has a positive and significant effect on employee performance.

The results of the structural equation analysis test as shown in table 4.13 show that the significant value of the work environment on employee performance is 0.041, where the significant value is  $< (0.05)$ . This means that the work environment affects employee performance. With a positive regression coefficient value, this indicates that the work environment variable has a unidirectional relationship with employee performance. The hypothesis which states that the work environment has a positive effect on employee performance is proven.

4. Hypothesis Test 4: Delegative Leadership Style has a positive and positive effect significant effect on employee performance through self-efficacy as a variable intervention.

To find out the delegative leadership style has an effect on employee performance through self-efficacy, the t-sobel formula is used. The calculation of the Sobel t formula by looking at the regression results of the path 1 model, using the software Calculation for the Sobel test, the Sobel t formula can be known. According to Latan and Temalagi (2013), the mediating variable, namely self-efficacy, is able to mediate if the Sobel t value is  $> 1.96$ .

Here are the calculation results for the Sobel test for the path 1 model.

#### To conduct the Sobel test

Details can be found in Baron and Kenny (1986), Sobel (1982), Goodman (1960), and MacKinnon, Warsi, and Dwyer (1995). Insert the  $a$ ,  $b$ ,  $s_a$ , and  $s_b$  into the cells below and this program will calculate the critical ratio as a test of whether the indirect effect of the IV on the DV via the mediator is significantly different from zero.

Input:		Test statistic:	Std. Error:	p-value:
$a$	0.271	Sobel test:	2.14910756	0.04211702
$b$	0.334	Aroian test:	2.094162	0.04322206
$s_a$	0.083	Goodman test:	2.20861813	0.04098219
$s_b$	0.117	Reset all	Calculate	

Alternatively, you can insert  $t_a$  and  $t_b$  into the cells below, where  $t_a$  and  $t_b$  are the t-test statistics for the difference between the  $a$  and  $b$  coefficients and zero. Results should be identical to the first test, except for error due to rounding.

**Figure 4.** The results of the t sobel calculation Hypothesis 4

Based on the results of the Sobel t calculation using the Calculation for the Sobel test software, it shows that the Sobel t count is 2.149, when compared to 1.96, so the Sobel t value (2.149) is greater than 1.96. This means that the self-efficacy variable is able to mediate the influence of the delegative leadership style on employee performance. The hypothesis which states that self-efficacy is able to mediate the influence of delegative leadership style on employee performance is proven.



5. Hypothesis Test 5: Work motivation has a positive and significant effect on employee performance through self-efficacy as an intervening variable.

To determine the effect of work motivation on employee performance through self-efficacy, the t-sobel formula is used. The calculation of the Sobel t formula by looking at the regression results of the path 2 model, using the Calculation for the Sobel software test the Sobel t formula can be known. According to Latan and Temalagi (2013), the mediating variable, namely self-efficacy, is able to mediate if the Sobel t value is  $> 1.96$ :

**To conduct the Sobel test**

Details can be found in Baron and Kenny (1986), Sobel (1982), Goodman (1960), and MacKinnon, Warsi, and Dwyer (1995). Insert the  $a$ ,  $b$ ,  $s_a$ , and  $s_b$  into the cells below and this program will calculate the critical ratio as a test of whether the indirect effect of the IV on the DV via the mediator is significantly different from zero.

Input:		Test statistic:	Std. Error:	p-value:
$a$	0.218	Sobel test: 3.002061	0.03529175	0.00268158
$b$	0.486	Aroian test: 2.96129577	0.03577758	0.00306348
$s_a$	0.052	Goodman test: 3.04455747	0.03479915	0.00233023
$s_b$	0.113	Reset all	Calculate	

Alternatively, you can insert  $t_a$  and  $t_b$  into the cells below, where  $t_a$  and  $t_b$  are the t-test statistics for the difference between the  $a$  and  $b$  coefficients and zero. Results should be identical to the first test, except for error due to rounding.

**Figure 5.** The result of t sobel calculation Hypothesis 5

Based on the results of the Sobel t calculation using the Calculation for the Sobel test software, it shows that the Sobel t count is 3.002, when compared to 1.96, the Sobel t value (3.002) is greater than 1.96. This means that the self-efficacy variable is able to mediate the effect of work motivation on employee performance. The hypothesis which states that self-efficacy is able to mediate the effect of work motivation on employee performance is proven.

6. Hypothesis Test 6: The work environment has a positive and significant effect on employee performance through self-efficacy as an intervening variable.

To determine the effect of work motivation on employee performance through self-efficacy, the t-sobel formula is used. The calculation of the Sobel t formula by looking at the regression results of the path 2 model, using the Calculation for the Sobel software test the Sobel t formula can be known. According to Latan and Temalagi (2013), the mediating variable, namely self-efficacy, is able to mediate if the Sobel t value is  $> 1.96$ .

**To conduct the Sobel test**

Details can be found in Baron and Kenny (1986), Sobel (1982), Goodman (1960), and MacKinnon, Warsi, and Dwyer (1995). Insert the  $a$ ,  $b$ ,  $s_a$ , and  $s_b$  into the cells below and this program will calculate the critical ratio as a test of whether the indirect effect of the IV on the DV via the mediator is significantly different from zero.

Input:		Test statistic:	Std. Error:	p-value:
$a$	0.467	Sobel test: 2.42665979	0.05369232	0.01523854
$b$	0.279	Aroian test: 2.40555431	0.0541634	0.01614795
$s_a$	0.066	Goodman test: 2.44833071	0.05321708	0.01435199
$s_b$	0.108	Reset all	Calculate	

Alternatively, you can insert  $t_a$  and  $t_b$  into the cells below, where  $t_a$  and  $t_b$  are the t-test statistics for the difference between the  $a$  and  $b$  coefficients and zero. Results should be identical to the first test, except for error due to rounding.

**Figure 6.** Result of t sobel calculation Hypothesis

Based on the results of the Sobel t calculation using the Calculation for the Sobel test software, it shows that the Sobel t count is 2.426, when compared to 1.96, so the Sobel t value (2.426) is greater than 1.96. This means that the self-efficacy variable is able to mediate the influence of the work environment on employee performance. The hypothesis which states that self-efficacy is able to mediate the effect of the work environment on employee performance is proven.

#### 4.9 Coefficient of Determination (R<sup>2</sup>)

The coefficient of determination is to measure the percentage of the total variation of the dependent variable which is explained by the variation of the independent variable in the regression line. If R is getting closer to 1, the level of relationship between the two variables is getting stronger (Sugiyono, 2015: 268). Based on the results of the model test, it can be seen that for the structural equation model 1 (one) the coefficient of determination (R<sup>2</sup>) is 0.283 or 28.3%. While the structural equation model 2 (two) the value of the coefficient of determination (R<sup>2</sup>) is 0.443 or 44.3%. This shows that the variability of employee performance variables can be explained by the variability of the variables of delegative leadership style, work motivation, work environment, and self-efficacy as intervening variables. when viewed from the magnitude of the coefficient of determination of each model of structural equation 1 and model of structural equation 2, there is an increase in the value of the coefficient of determination. This means that the self-efficacy variable is an intervening variable that is able to mediate the influence of delegative leadership style, work motivation, and work environment on employee performance, due to an increase in the value of the coefficient of determination.

### V. Conclusion

From the results of research that has been conducted regarding the Influence of Delegative Leadership Style, Motivation, Work Environment on Employee Performance mediated by Self-Efficacy in SNVT Housing Provision in East Java Province, it can be concluded as follows: 1) Delegative leadership style has a positive and significant effect on employee performance. That the leader has a strategic position in a system that has responsibility in an organization because leadership is influencing, motivating, directing a group of people to achieve the desired goals, meaning that the resulting employee performance depends on the way the leader pays attention to his employees so that all work goes well. smoothly. 2) Work motivation has a positive and significant effect on employee performance. that even though the employee's abilities are maximum and the company's facilities are adequate, if there is no motivation to encourage employees to work diligently according to their goals, then the work cannot run smoothly with motivation, it is hoped that each individual employee will work hard and be enthusiastic to achieve high work productivity. 3) The work environment has a positive and significant effect on employee performance. If a working environment condition is adequate for employees, it can increase productivity at work. Vice versa, if the conditions of the work environment are inadequate, it will cause a decrease in productivity at work so that the work environment will be one of the factors that determine the performance of an employee. 4) Delegative leadership style has a positive and significant effect on employee performance mediated by self-efficacy. Apart from the attention given by the company, it will be better if it is balanced with self-efficacy or confidence in being able to complete the work given. The stronger a person's self-efficacy, the greater the effort made will have an impact on improving employee performance. 5) Work motivation has a positive and significant effect

on employee performance mediated by self-efficacy. Employee performance increases, if given motivation to work harder and self-confidence or self-efficacy in completing the given work so that all work runs smoothly, the stronger the self-efficacy, the more active the efforts made by individuals and will increase work productivity. 6) The work environment has a positive and significant effect on employee performance mediated by self-efficacy. Means that an adequate work environment affects employee performance because it is directly related to activities at work, besides self-efficacy or self-confidence is also needed to be able to complete the work given. Because a good work environment is balanced with employee self-efficacy, so that it will have an impact on improving employee performance.

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