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The Influence of Work Environment on Employee Performance with Work Spirit as an Intervening Variable

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Abstract. The results of this research show. (1) It can be seen that the value of the adjusted R square is 0.130 or 13.0%. This shows that the work environment (X) can explainspirit at work(Z) is 13.0%, the remaining 87.0% (100% - 13.0%) is explained by other variables outside this research model. (2) The results of the t test (Partial) show that tcount (7.652) > ttable (2.042), likewise with a significance value of 0.00 < 0.05, it can be concluded that the first hypothesis is accepted, meaning that the work environment variable(X) has a positive and significant effecton work morale (Z).(3) The results of the t test (Partial) show that the value of tcount (3.955) > ttable (2.042), and the significance value is 0.00 < 0.05, so it can be concluded that the second hypothesis is accepted, meaningwork environment(X) has a significant effecton employee performance (Y). (4) The results of the path analysis test show that the direct influence of variable X on variable Y2 is 0.586. Meanwhile, the indirect influence through variable.

Keywords: Work environment, Spirit at work, Employee performance

INTRODUCTION

Humans are the most important resource in achieving organizational success. Human resources will be realized if enthusiasm in working to implement organizational goals is carried out with a full sense of responsibility. Human resources influence performance in organizations where the role of quality human resources in employee performance is a very important factor. There are several factors that cause high and low employee performance, mainly influenced by the work environment and group collaboration provided by employees.

Performance is the work result that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities in order to achieve the goals of the organization concerned legally, without violating the law, and in accordance with morals and ethics (Hidayah, 2016). One way to stimulate employee performance in an organization or company is to further improve employee performance optimally, such as providing compensation, holding job training for new employees, getting special attention for employees who excel, such as giving awards, and other forms of attention to all his employees. The existence of activities will greatly influence the provision of compensation. Motivation with compensation can motivate employee behavior to encourage them to work more actively, enthusiastically and purposefully to improve employee performance.

Work Environment is the environment where employees carry out their daily work Siagian (2014:56).The things that result in reduced employee morale are low work productivity

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which is caused by employees tending to be lazy and like to procrastinate work so that existing tasks are neglected.A comfortable working environment for employees who work provides work enthusiasm to improve performance in a company or an institution, whether private or government. Where a person's comfort at work will result in better performance in the future. A good and comfortable work environment will encourage the emergence of high work enthusiasm for employees who work in one area, and ultimately this will lead to the achievement of maximum employee performance and will have a positive impact on the agency. Apart from that, good cooperation can be seen to be very consistent in carrying out work duties and responsibilities when providing services and when carrying them out, this will of course be a trigger factor in work harmonization and increasing the work morale of employees at the sub-district office. However, all of the factors above will be combined. also with the level of wages received at work which makes a person more enthusiastic in doing his work. Employees experience a decrease in enthusiasm for completing their work which is influenced by other factors within the agency, ranging from late arrivals to work, work piling up but the absence of good cooperation in the work environment makes this phenomenon drag on without any better action from all employees and superiors.This is one of the reasons why researchers want to study more deeply about "THE INFLUENCE OF WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE WITH WORK SPIRIT AS AN INTERVENING VARIABLE (Case Study of Dolok Merawan Subdistrict Office Employees)".

Formulation of the problem

In connection with the above, the problems to be answered in this research are:

1. Does the work environment affect the morale of the employees at the Dolok Merawan sub-district office?
2. Does the work environment affect performance?Dolok Merawan sub-district head office employee?
3. Does work morale affect the performance of Dolok Merawan sub-district office employees?
4. Does the work environment affect performance?Dolok Merawan sub-district office employeewith work enthusiasm as an intervening variable?

RESEARCH METHODS

A. Location and Time of Research

1. Research Location

This research was conducted at the Dolok Merawan Subdistrict Office, Serdang Bedagai Regency.

2. Research Time

This research started in January 2020 until it was finished.

B. Types and Sources of Data

1. Data Type

According to Sugiyono (2015), data types are divided into 2, namely qualitative and quantitative. This research uses qualitative and quantitative data types.

a. Qualitative Data

According to Sugiyono (2015), qualitative data is data in the form of words, schemes and images. The qualitative data for this research is in the form of names and addresses of research objects

b. Quantitative Data

Quantitative data according to Sugiyono (2015) is data in the form of numbers or qualitative data that is added up.

2. Data Source

According to Sugiyono (2012:193) data types are divided into two, namely:

a. Primary data is a data source that directly provides data to data collectors. In this research, primary data is in the form of data from questionnaires and interviews conducted by researchers.

b. Secondary data is a source that does not directly provide data to data collectors, for example through other people or through documents.

DISCUSSION

A. Instrument Test

1. Validity Test

Validity testing uses SPSS version 25.00 with criteria based on the calculated r value as follows:

a) If r count > r table or – r count < - r table then the statement is declared valid.

b) If r count < r table or – r count > - r table then the statement is declared invalid.

This test was carried out on 32 respondents, then df = 32-k = 30, with α = 5%, the r table value is 0.349 (Ghozali, 2016), then the calculated r value will be compared with the r table value as in table 1 below. :

Table 1. Validity Test Results

Work Environment (X)			
Statement	**rcount**	**rtable**	**Validity**
1	0.795	0.349	Valid
2	0.658	0.349	Valid
3	0.534	0.349	Valid
4	0.512	0.349	Valid
Employee Performance (Y2)			
Statement	**rcount**	**rtable**	**Validity**
1	0.722	0.349	Valid
2	0.462	0.349	Valid
3	0.563	0.349	Valid
4	0.793	0.349	Valid
Work Spirit (Y1)			
Statement	**rcount**	**rtable**	**Validity**
1	0.552	0.349	Valid
2	0.763	0.349	Valid
3	0.588	0.349	Valid

Source: Data processed from attachment 3 (2020)

Table 1 shows that all statement points, including work environment variables (X), employee performance (Y2) and work morale (Y1), have a calculated r value that is greater than the r value in the table, so it can be concluded that all statements for each variable are declared valid.

1. Reliability Test

Reliability is an index that shows the extent to which a measuring instrument is trustworthy or reliable. According to Sugiyono (2013) a factor is declared reliable if Cronbach Alpha is greater than 0.6. Based on the results of data processing using SPSS 25.00, the following results were obtained:

Table 2. Reliability Test Results

Variable	***Cronbach Alpha***	**Constant**	**Reliability**
Work Environment (X)	0.726	0.6	Reliable
Employee Performance (Y2)	0.751	0.6	Reliable
Work Spirit (Y1)	0.724	0.6	Reliable

Source: Data processed from attachment 3 (2020)

Based on the reliability test using Cronbach Alpha, all research variables are reliable/reliable because Cronbach Alpha is greater than 0.6, so the results of this study indicate that the measurement tool in this research has met the reliability test (reliable and can be used as a measuring tool).

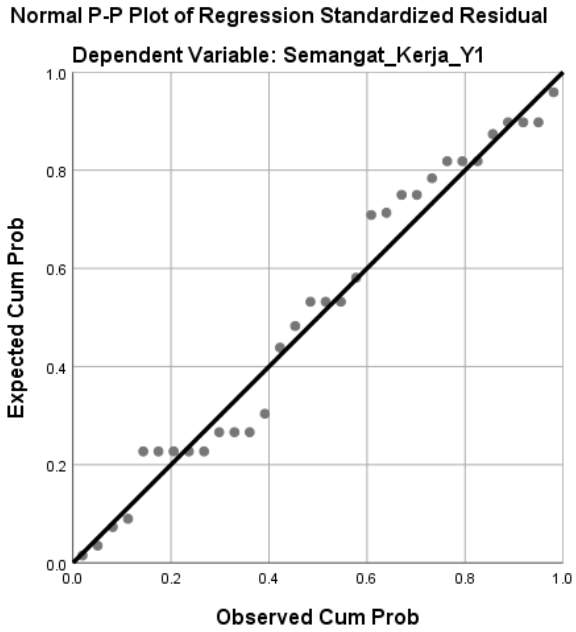
B. Classic Assumption Test Equation 1

The testing of classical assumptions with the SPSS 25.00 program carried out in this research includes:

1. Normality test

The Normality Test aims to test whether in the regression model, confounding or residual variables have a normal distribution (Ghozali, 2016). Data normality testing can be done using two methods, graphics and statistics. The graphic method normality test uses a normal probability plot, while the statistical method normality test uses the one sample Kolmogorov Smirnov Test. The normality test using the graphic method can be seen in the following picture:

Figure 1. Normal P Plot



Data that is normally distributed will form a straight diagonal line and plotting the residual data will be compared with the diagonal line. If the residual data distribution is normal then the line depicting the actual data will follow the diagonal line (Ghozali, 2016). The test results using SPSS 25.00 are as follows:

Table 3. One Sample Kolmogorov Smirnov Test

One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residuals
N			32
Normal Parameters, b	Mean		.0000000
	Std. Deviation		1.18717335
Most Extreme Differences	Absolute		.118
	Positive		,112
	Negative		-.118
Statistical Tests			.118
Asymp. Sig. (2-tailed)			,200c,d
Monte Carlo Sig. (2-tailed)	Sig.		.688e
	99% Confidence Interval	Lower Bound	,476
		Upper Bound	,899

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
e. Based on 32 sampled tables with starting seed 299883525.

Source: Data processed from attachment 4 (2020)

From the output in table 3, it can be seen that the significance value (Monte Carlo Sig.) for all variables is 899. If the significance is more than 0.05, then the residual value is normal, so it can be concluded that all variables are normally distributed.

2. Heteroscedasticity Test

The heteroscedasticity test aims to test whether the regression model has unequal variances from the residuals of one observation to another. A good regression model is one that is homoscedastic or does not have heteroscedasticity. One way to detect the presence or absence of heteroscedasticity is with the Glejser Test. In the Glejser test, if the independent variable is statistically significant in influencing the dependent variable then there is an indication that heteroscedasticity is occurring. On the other hand, if the independent variable is not statistically significant in influencing the dependent variable then there is no indication of heteroscedasticity. This is observed from the probability of significance above the 5% confidence level (Ghozali, 2016; 138).

The results of data processing using SPSS 17.00 show the results in the following table:

Table 4. Glejser Test Results

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	Q	Sig.
1	(Constant)	,888	1,613		,551	,586
	Work_Environment_X	,081	,090	,179	,900	,376
	Spirit_of_Work_Z	-.087	.126	-.137	-.687	,497

C. Simple Linear Regression Testing

Simple linear regression testing explains the big role of work discipline (X) on incentives (Z). Data analysis in this study used multiple linear regression analysis using SPSS 25.0 for Windows. The analysis of each variable is explained in the following description:

Table 5. Simple Linear Regression Results

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	7,652	1,873		4,085	,000		
	Work_Environment_X	,283	,120	,397	2,371	.024	1,000	1,000

a. Dependent Variable: Spirit_of Work_Z

Source: Data processed from attachment 4 (2020)

Based on these results, the multiple linear regression equation has the formulation:

Z = a + b1X + ε, so we get the equation: Z = 7.652 + 0.283 X + ε

The description of the multiple linear regression equation above is as follows:

a. The constant value (a) of 7.652 shows the amount of morale (Z) if the work environment (X) is equal to zero.
b. The work environment regression coefficient (X) (b1) is 0.283, indicating the large role of the work environment (X) on work morale (Z). This means that if the work environment factor (X) increases by 1 value unit, it is predicted that work morale (Z) will increase by 0.283 units.

D. Coefficient of Determination (R2)

The coefficient of determination is used to see how much the independent variable contributes to the dependent variable. The greater the value of the coefficient of determination, the better the ability of the independent variable to explain the dependent variable. If determination (R2) is greater (approaching 1), then it can be said that the influence of variable X is large on Z's work morale.

The value used to view the coefficient of determination in this research is in the adjusted R square column. This is because the adjusted R square value is not susceptible to the addition of independent variables. The coefficient of determination value can be seen in Table 6 below:

Table 6. Coefficient of Determination

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.397a	,158	,130	1,207	1,654

a. Predictors: (Constant), Work_Environment_X
b. Dependent Variable: Spirit_of Work_Z
Source: Data processed from attachment 4 (2020)

Based on table 5, it can be seen that the adjusted R square value is 0.130 or 13.0%. This shows that the work environment (X) can explainspirit at work(Z) is 13.0%, the remaining 87.0% (100% - 13.0%) is explained by other variables outside this research model such as leadership style, work motivation and job satisfaction.

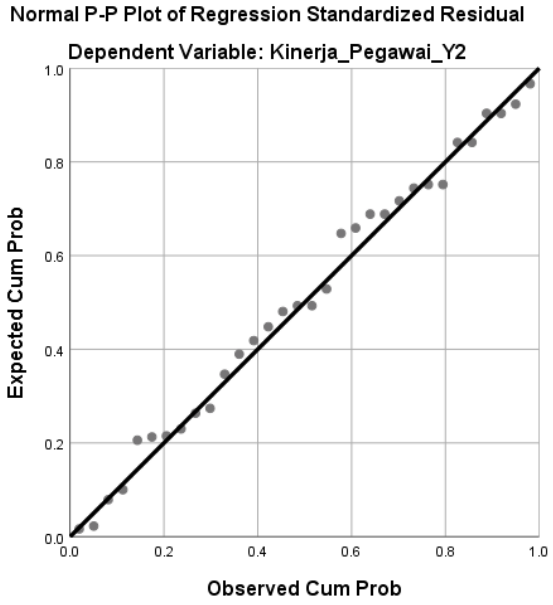
E. Classic Assumption Test Equation 2

As fortesting of classical assumptions with the SPSS 25.00 program carried out in this research includes:

1. Normality test

The Normality Test aims to test whether in the regression model, confounding or residual variables have a normal distribution (Ghozali, 2016). Data normality testing can be done using two methods, graphics and statistics. The graphic method normality test uses a normal probability plot, while the statistical method normality test uses the one sample Kolmogorov Smirnov Test. The normality test using the graphic method can be seen in the following picture:

Figure 2. Normal P Plot



Data that is normally distributed will form a straight diagonal line and plotting the residual data will be compared with the diagonal line. If the residual data distribution is normal then the line depicting the actual data will follow the diagonal line (Ghozali, 2016). The test results using SPSS 25.00 are as follows:

Table 7. One Sample Kolmogorov Smirnov Test

One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residuals
N			32
Normal Parameters, b	Mean		.0000000
	Std. Deviation		1.38748959
Most Extreme Differences	Absolute		,090
	Positive		,054
	Negative		-.090
Statistical Tests			,090
Asymp. Sig. (2-tailed)			,200c,d
Monte Carlo Sig. (2-tailed)	Sig.		.969e
	99% Confidence Interval	Lower Bound	,890
		Upper Bound	1,000

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
e. Based on 32 sampled tables with starting seed 926214481.

Source: Data processed from attachment 4 (2020)

From the output in table 7, it can be seen that the significance value (Monte Carlo Sig.) for all variables is 0.969. If the significance is more than 0.05, then the residual value is normal, so it can be concluded that all variables are normally distributed.

2. Multicollinearity Test

The multicollinearity test aims to find out whether in the regression model there is a correlation between the independent variables. The multicollinearity test in this research is seen from the tolerance value or variance inflation factor (VIF). The calculation of the tolerance value or VIF using the SPSS 25.00 for Windows program can be seen in Table 8 below:

Table8. Multicollinearity Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	Q	Sig.	Tolerance	VIF
1	(Constant)	2,869	2,777		1,033	,310		
	Work_Environment_X	,612	,155	,586	3,955	,000	,842	1,187
	Spirit_of_Work_Z	,270	,217	,184	1,244	,224	,842	1,187

a. Dependent Variable: Employee_Performance_Y

Source: Data processed from attachment 4 (2020)

Based on table 8, it can be seen that the tolerance value of the work environment (X) is 0.842, work morale (Z) is 0.842, all of which are greater than 0.10, while the VIF value of the work environment (X) is 1.187, work morale (Z) is 1.187, all of which are smaller than 10. Based on the calculation results above, it can be seen that the tolerance value for all independent variables is greater than 0.10 and the VIF value for all independent variables is also smaller than 5 so that there are no symptoms of correlation in the independent variables. So it can be concluded that there are no symptoms of multicollinearity between the independent variables in the regression model.

3. Heteroscedasticity Test

The heteroscedasticity test aims to test whether the regression model has unequal variances from the residuals of one observation to another. A good regression model is one that is homoscedastic or does not have heteroscedasticity. One way to detect the presence or absence of heteroscedasticity is with the Glejser

Test. In the Glejser test, if the independent variable is statistically significant in influencing the dependent variable then there is an indication that heteroscedasticity is occurring. On the other hand, if the independent variable is not statistically significant in influencing the dependent variable then there is no indication of heteroscedasticity. This is observed from the probability of significance above the 5% confidence level (Ghozali, 2016; 138).

The results of data processing using SPSS 17.00 show the results in the following table:

Table 9. Glejser Test Results

Model	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	,888	1,613		,551	,586
Work_Environment_X	,081	,090	,179	,900	,376
Spirit_of_Work_Z	-.087	.126	-.137	-.687	,497

F. Multiple Linear Regression Testing

Multiple linear regression testing explains the large role of the work environment (X) and work morale (Z) on employee performance (Y). Data analysis in this study used multiple linear regression analysis using SPSS 25.0 for Windows. The analysis of each variable is explained in the following description:

Table 10. Multiple Linear Regression Results

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	2,869	2,777		1,033	,310		
	Work_Environment_X	,612	,155	,586	3,955	,000	,842	1,187
	Spirit_of_Work_Z	,270	,217	,184	1,244	,224	,842	1,187

a. Dependent Variable: Employee_Performance_Y2

Source: Data processed from attachment 4 (2020)

Based on these results, the multiple linear regression equation has the formulation:

Y = a + b1X + b2Y1 + ε, so we get the equation: Y = 2.869 + 0.612X + 0.270Y1 + ε

The description of the multiple linear regression equation above is as follows:

a. The constant value (a) of 2.869 shows the magnitude of employee performance (Y) if the work environment (X) and work morale (Z) are equal to zero.
b. The work environment regression coefficient (X) (b1) is 0.612, indicating the large role of the work environment (X) on employee performance (Y) assuming the work morale variable (Z) is constant. This means that if the work environment factor (X) increases by 1 value unit, it is predicted that employee performance (Y) will increase by 0.612 value units assuming that work morale (Z) is constant.
c. The regression coefficient value for work morale (Z) (b2) is 0.270, indicating the large role of work morale (Z) on employee performance (Y) assuming the work environment variable (X) is constant. This means that if the work morale factor (Z) increases by 1 value unit, it is predicted that employee performance (Y) will increase by 0.270 value units assuming the work environment (X) is constant.

G. Coefficient of Determination (R2)

The coefficient of determination is used to see how much the independent variable contributes to the dependent variable. The greater the value of the coefficient of determination, the better the ability of the independent variable to explain the dependent variable. If the determination (R2) is getting bigger (approaching 1), then it can be said that the influence of variable X is big onspirit at work(Z).

The value used to view the coefficient of determination in this research is in the adjusted R square column. This is because the adjusted R square value is not susceptible to the addition of independent variables. The coefficient of determination value can be seen in Table 10 below:

Table 11. Coefficient of Determination

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.681a	,463	,426	1,435	2,396

a. Predictors: (Constant), Work_More_Y1, Work_Environment_X
b. Dependent Variable: Employee_Performance_Y

Source: Data processed from attachment 4 (2020)

Based on table 10, it can be seen that the adjusted R square value is 0.426 or 42.6%. This shows that work morale (Z) and work environment (X) can explain employee performance (Y) by 42.6%, the remaining 57.4% (100% - 42.6%) is explained by other

variables outside the model this research. such as leadership style, work motivation and job satisfaction.

H. Hypothesis testing

1. t Test (Partial)

The t statistical test is also called the individual significance test. This test shows how far the independent variable partially influences the dependent variable.

In this research, partial hypothesis testing was carried out on each independent variable as in Table 4.16 below:

Table 12. Partial Test (t) Equation 1

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	7,652	1,873		4,085	,000		
	Work_Environment_X	,283	,120	,397	2,371	.024	1,000	1,000

a. Dependent Variable: Spirit_of Work_Z

Source: Data processed from attachment 4 (2020)

a. Hypothesis testing of the influence of work environment variables (X) on work morale variables (Z).

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

a) Accept H0 If tcount < ttable or -ttable > - ttable orSig value. > 0.05

b) Reject H0 if tcount ≥ ttable or -tcount ≤ - ttable orSig. < 0.05

From table 12, the tcount value is 7.652. With α = 5%, ttable (5%; nk = 30), the ttable value is 2.042. From this description it can be seen that tcount (2.371) > ttable (2.042), as well as the significance value of 0.024 < 0.05, it can be concluded that the first hypothesis is accepted, meaning the work environment variable(X) has a positive and significant effecton work morale (Z). This research is in accordance with researchSyahrin, Aidil(2017) The influence of the work environment on employee performance through work discipline as an intervening variable: Case study at PT. Ayu Indah Tour and Travel Lamongan. Undergraduate thesis, Maulana Malik Ibrahim State Islamic University.

Table 13. Partial Test (t) Equation 2

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	2,869	2,777		1,033	,310		
	Work_Environment_X	,612	,155	,586	3,955	,000	,842	1,187
	Spirit_of_Work_Z	,270	,217	,184	1,244	,224	,842	1,187

a. Dependent Variable: Employee_Performance_Y

b Hypothesis testing of the influence of the work environment(X)on employee performance (Y)

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

a) Accept H0 If tcount < ttable or -ttable > - ttable orSig value. > 0.05
b) Reject H0 if tcount ≥ ttable or -tcount ≤ - ttable orSig. < 0.05

From table 13, the tcount value is 3.955. With α = 5%, ttable (5%; nk = 30), the ttable value is 2.042. From this description it can be seen that tcount (3.955) > ttable (2.042), and the significance value is 0.024 < 0.05 then it can be concluded that the second hypothesis is accepted, meaningwork environment(X) has a significant effecton employee performance (Y). This research is in accordance with researchSyahrin, Aidil(2017) The influence of the work environment on employee performance through work discipline as an intervening variable: Case study at PT. Ayu Indah Tour and Travel Lamongan. Undergraduate thesis, Maulana Malik Ibrahim State Islamic University

c. Hypothesis testing of the influence of work morale (Z) on employee performance (Y)

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

a) Accept H0 If tcount < ttable or -ttable > - ttable orSig value. > 0.05
b) Reject H0 if tcount ≥ ttable or -tcount ≤ - ttable orSig. < 0.05

From table 13, the tcount value is 1.244. With α = 5%, ttable (5%; nk = 30), the ttable value is 2.042. From this description it can be seen that tcount (1.244) < ttable (2.042), and the significance value is 0, 00 > 0.05 then it can be concluded that the third hypothesis is not accepted, that ismorale (Y1) nosignificant effecton employee performance (Y2). This research is in accordance with researchSyahrin, Aidil(2017) The influence of the work environment on employee performance through work discipline as an intervening

variable: Case study at PT. Ayu Indah Tour and Travel Lamongan. Undergraduate thesis, Maulana Malik Ibrahim State Islamic University

2. Path Analysis

In order to be able to prove whether a variable is capable of being a variable that mediates the relationship between the independent variable and the dependent variable, a calculation of the direct and indirect influence between the independent variable and the dependent variable will be carried out. If the indirect influence of the independent variable on the dependent variable through the intervening variable is greater than the direct influence of the independent variable on the dependent variable, then that variable can be a variable that mediates between the independent variable and the dependent variable (Ghozali, 2016). To carry out direct and indirect calculations, this is done from the standardized regression coefficient values of equations I and II as follows:

Table 14. Values of Standardized Coeffients Equation I

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	7,652	1,873	
	Work_Environment_X	,283	,120	,397

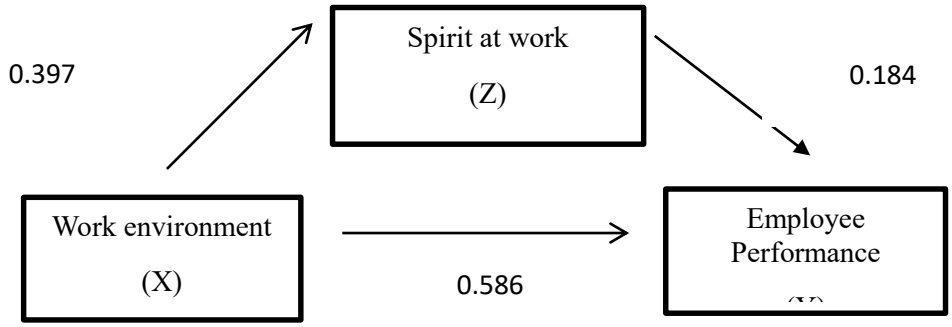
Table 15. Standardized Coeffients Values for Equation II

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	2,869	2,777	
	Work_Environment_X	,612	,155	,586
	Spirit_of_Work_Z	,270	,217	,184

a. Dependent Variable: Employee_Performance_Y

Next, the standardized coefficients beta value will be entered into the path analysis image as follows:

Figure 3.Path Analysis



The path analysis image shows the direct influence of variable X on variable Y of 0.586. Meanwhile, the indirect influence through variable Z is 0.397 x 0.184 = 0.730. The calculation results obtained show that the indirect influence through variable Z is greater than the direct influence on variable Y. These results can be seen in table 16 below:

Table 16. Direct and Indirect Relationships

No	Variable	Direct	Indirect	Total	Criteria	Conclusion
1	Work environment (X)	0.586	0.397	-	Significant	As an Independent Variable
2	Work enthusiasm (Z)	0.184	-	0.730	Not significant	As an Intervening Variable

Source: Data processed from attachment 4 (2020)

CONCLUSION

Based on the results of the research and discussion in the previous chapter, it can be concluded as follows:

1. The matter proposed states that:From table 13, the tcount value is 2.371. With α = 5%, ttable (5%; nk = 30), the ttable value is 2.042. From this description it can be seen that tcount (2.371) > ttable (2.042), and the significance value is 0.024 < 0.05 then it can be concluded that the first hypothesis is accepted, meaningwork environment(X) has a significant effecton Z's work morale).
2. From table 14, the tcount value is 3.955. With α = 5%, ttable (5%; nk = 30), the ttable value is 2.042. From this description it can be seen that tcount (3.955) > ttable (2.042), and the significance value is 0.024 < 0.05 then it can be concluded that the second hypothesis is accepted, meaningwork environment(X) has a significant effecton employee performance (Y).

3. From the results of the calculations above, we get a tcount value of 1.244 (5%; nk = 30), we get a ttable value of 1.697. From this description it can be seen that tcount (1.244) < ttable (1.697), so it can be concluded that the third hypothesis is rejected, meaningmorale (Z) nois an intervening variable that mediates the influencework environment(X) againstemployee performance (Y).

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