

Improving Employee Performance: Assessment of Leadership Style, Work Environment, and Work Motivation Aspects

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Abstract

This study aims to examine the influence of leadership style, work environment and work motivation on employee performance at the Ijen sub-district office, Bondowoso district. The research data were obtained from distributing questionnaires to research objects with a sampling technique using saturated sampling. This type of research is quantitative. The respondents in this study were all employees at the Ijen sub-district office, Bondowoso district, totaling 30 people with details of 25 people with civil servant status and 5 people with contract worker status. Data analysis in this study used Validity Test, Reliability Test, t-test, F Statistic Test, Determination Coefficient. The results of this study indicate that leadership style, work environment and work motivation have a significant effect partially or simultaneously on employee performance, this is evidenced by the t count value $>$ t table and the F count test value $>$ F table. The coefficient of determination of 0.831 indicates that 83.1% of employee performance variations can be explained by the three variables.

Keyword: Leadership Style, Work Environment, Work Motivation, Employee Performance

INTRODUCTION

The performance of an organization is closely related to the quality of the performance of the members in it. Performance in an organization is the result of work from the tasks that have been carried out. Good employee performance can result in high achievement or productivity, and vice versa. Therefore, an organization leader must pay attention to the performance of its members. Hasibuan (2012) explains that performance is the result of work achieved by a person in carrying out the tasks assigned to him, based on skills, experience, seriousness and time. To maintain and maximize good member performance, there are many things that influence it such as leadership, education and training, welfare, motivation, organizational culture, and work environment.

The achievement and success of an institution or organization is determined by leadership ability. A leader has a significant role and full responsibility in carrying out his duties for the achievement of an organizational goal or agency that he leads. Efforts that can be made by leaders are to direct, improve, and mobilize the potential of themselves and their members together. Robbins and Judge (2013) define leadership as the ability to influence a group towards achieving a vision or set of goals. In other words, leaders can emerge from within the group or by formal appointment. Organizations need strong leadership to optimize effectiveness. Leaders create a vision of the future, and inspire organizational members to achieve the vision.

According to Wulandari (2021), Leadership Style involves a process of influence in setting organizational goals, encouraging follower behavior to achieve these goals, and influencing team dynamics and organizational culture. Leadership also includes explaining information to followers, organizing activities to achieve goals, building cooperative relationships and good teamwork, and getting support and cooperation from individuals inside and outside the organization. This means that the concept of leadership style is one aspect of concern in leadership, including a combination of traits, skills, and behaviors used by leaders when interacting with their subordinates. The selection of the right leadership style needs to be adjusted to the context and needs of the organization or business entity concerned.

In addition to leadership, other factors that can affect employee performance are the work environment and work motivation (Riva'I 2011). This work environment consists of physical and non-physical environments attached to employees so that it cannot be separated from employee performance development efforts. Motivation can mean a process by which behavior is energized and directed (Handoko, 2000). The work environment is defined by Sutrisno (2009) as the overall work facilities and infrastructure around employees who are doing work that can affect the implementation of work including workplaces, facilities, cleanliness, lighting, tranquility, including working relationships between people in the place. According to Mulyah S, W (2020), the work environment can also be interpreted as an environment in which an employee's work is carried out in the form of facilities and equipment, work atmosphere, and workplace environment.

Motivation is closely related to performance. The importance of motivation requires leaders to be responsive to employee desires. Leaders can carry out observations not only to employees, but to their families and environment, so that the organization gets things that motivate employees. Work is an encouragement or process carried out to move a person so that real behavior can be directed towards real efforts such as responsibility in carrying out workers, achievements, self-development and independence in action, so that goals can be achieved.

One of the challenges often faced by leaders is how a leader can move his subordinates to always improve performance to achieve the goals of the organization or agency. The Bondowoso Regency Ijen Subdistrict Employee Performance Assessment shows an increase in the percentage of performance from 85% in 2021 to 95% in 2023 (Source: Ijen sub employee data). However, the phenomenon of work motivation that occurs in the Ijen District of Bondowoso Regency is the lack of encouragement or motivation from the leadership that employees are less enthusiastic about completing each assigned task, the lack of expertise from employees due to the lack of opportunities given to attend training in accordance with their field of work, and the division of tasks is sometimes not in accordance with skills so that a goal is not maximally achieved. Based on the description above, the author is interested in conducting further research.

RESEARCH METHODS

Ijen Subdistrict is a name change from Sempol Subdistrict which changed since November 18, 2016 (PERDA T.E.U. Bondowoso Number 8 of 2016). In this study, the object of research is the Bondowoso District Ijen office employees.

The population in this study were all employees at the Ijen District Office as many as 60 people with details of 55 people with Civil Servant status and 5 people with Contract Worker status. The number of samples in this study were 60 employees of the Ijen District Office who acted as respondents. The sampling technique used in this study used saturated sampling technique.

Independent variabel in this study, the independent variables are Leadership Style, Work Environment, and Motivation. The dependent variable in this study is Employee Performance. Employee performance is the real behavior displayed by each person in this case employees as work performance produced in accordance with their role in the Ijen sub-district of Bondowoso Regency. According to Robert and John (2006:) which includes indicators of employee performance including Quantity, Quality of results, Timeliness of results, Integrity. Leadership style is the behavior of a leader in carrying out leadership duties. Where in this study the leader is the Head of Sub-District, Secretary, Section Head, Subdivision of Ijen District, Bondowoso Regency. According to Kartono in Lisa Paramita (2017) indicators of leadership style include the ability to make decisions, the ability to motivate, communication skills, the ability to control subordinates, responsibility and the ability to control emotions. The work environment is a condition where employees work in a company that can affect the physical and psychological conditions of employees either directly or indirectly so that the work environment can be said to be good if employees can work optimally, calmly and with high productivity. According to Sedarmayanti (2001) in Septianto (2010) work environment indicators include lighting, air temperature, noise, job security and employee relations. Work motivation or motivation means giving motive, hoarding motive or circumstances that cause encouragement. In this study, the work motivation referred to is the impetus or factors that generate work enthusiasm for employees of the ijen District of Bondowoso Regency.

Data collection in this study is observation, questionnaire distribution, interviews and literature study. In analyzing the data using Preliminary Test (Validity Test and Reliability Test), Multiple Regression Analysis (t-test and F Statistical Test), R'Value (Coefficient of Determination).

RESULT AND DISCUSSION

Results

Multiple Linier Regression Analysis Results

Table 1.
Multiple Linier Regression Analysis Result

| Dependent Variable | Independent Variable | Regression Coefficient | T _{count} | p-value | Description |
|--|-----------------------|------------------------|--------------------|---------|-------------|
| Employee Performance (Y) | Constant | -5,254 | | | |
| | Leadership Style (X1) | 0,555 | 3,621 | 0,001 | Significant |
| | Work Environment (X2) | 0,354 | 2,271 | 0,032 | Significant |
| | Work Motivation (X3) | 0,545 | 2,450 | 0,021 | Significant |
| Sig. | | = 0,05 | | | |
| R | | = 0,912 | | | |
| Coefficient of Determination (R ²) | | = 0,831 (83,1%) | | | |
| F-count | | = 42,675 | | | |
| F-table | | = 2,975 | | | |
| T-table | | = 2,056 | | | |

Data Source: Processed

From Table 4.11 above, the regression model is obtained as follows:

$$Y = -5,254 + 0,555 X_1 + 0,354 X_2 + 0,545 X_3$$

The above equation can be interpreted as a prediction function as follows:

- 1. Constant Value (-5.254):** If all other variables in the study, such as Leadership Style, Work Environment, and Work Motivation, have a value of zero, then the value of variable Y (Employee Performance) will be -5,254 (in the Cartesian diagram it is depicted that if $X = 0$, it will intersect the Y axis at the point -5,254). In a practical context, this can be interpreted as the "default value" of variable Y (Employee Performance) when there is no influence from other variables.
- 2. Regression coefficient for Leadership Style (0.555):** This shows how much influence the Leadership Style has on variable Y (Employee Performance). If the value of Leadership Style increases by one unit (in Cartesian diagram units), the value of variable Y will increase by 0.555. For example, if the employee's Leadership Style score increases by one point, then we can estimate that the score of variable Y (Employee Performance) will increase by 0.555.
- 3. Regression coefficient for Work Environment (0.354):** This shows how much influence Work Environment has on variable Y (Employee Performance). When the value of Work Environment increases by one unit (in Cartesian diagram units), the score of variable Y (Employee Performance) will increase by 0.354. Practically, this can be interpreted that a positive improvement or change in the work environment can be associated with an increase of 0.354 in variable Y (Employee Performance).
- 4. Regression coefficient for Work Motivation (0.545):** This shows how much influence Work Motivation has on variable Y (Employee Performance). If Work Motivation increases by one unit (in Cartesian diagram units), then variable Y (Employee Performance) will also increase by 0.545.

In a real context, if employee work motivation increases, we can estimate that variable Y (Employee Performance) will increase by 0.545.

Coefficient of Determination Analysis

After knowing the R value of 0.912, the coefficient of determination can be calculated using the following formula:

$$\begin{aligned} \text{KD} &= R^2 \times 100\% \\ &= (0,912)^2 \times 100\% \\ &= 83,12\% \end{aligned}$$

The result of the Coefficient of Determination value of 83.12% shows how much variability or variation in Employee Performance (Y) can be explained by a combination of Leadership Style (X1), Work Environment (X2), and Work Motivation (X3). In more understandable terms, this Coefficient of Determination is like the 'strength' of the model or equation used to predict employee performance.

In practical terms, this coefficient of determination means that about 83.12% of the variation in employee performance can be explained by leadership style, work environment, and work motivation. So, the higher the Coefficient of Determination, the better our model is at explaining or predicting the variable we are observing, in this case, employee performance.

However, keep in mind that the remaining 16.88% is influenced by other factors that are not observed or not included in the model. These factors could be other variables not measured in the study, or even external factors such as market conditions, organizational policy changes, or chance factors.

Partial Hypothesis Testing (t-test)

Tabel 2.
Partial Hypothesis (t test)

| Independent Variable | <i>t_{hitung}</i> | <i>p-value</i> | Description |
|-----------------------------|----------------------------------|-----------------------|--------------------|
| Leadership Style (X1) | 3,621 | 0,001 | Significant |
| Work Environment (X2) | 2,271 | 0,032 | Significant |
| Work Motivation (X3) | 2,450 | 0,021 | Significant |

Data source: Processed (2023)

a. Leadership Style Variable (X1)

Based on the table above, the t value obtained on the Leadership Style variable (X1) is 3,621, while the t table value with a free degree of 26 ($n-k-1=2.056$). When compared, the value of t count > t table ($3.621 > 2.056$). This test shows that H_0 is rejected, so it can be concluded that Leadership Style (X1) has a significant effect on Employee Performance (Y).

b. Work Environment Variable (X2)

Based on the table above, the t value obtained on the Work Environment variable (X2) is 2.271, while the t table value with an independent degree of 26 ($n-k-1$) 2.056. When compared, the value

of $t_{\text{count}} > t_{\text{table}}$ ($2.271 > 2.056$). This test shows that H_0 is rejected, so it can be concluded that the Work Environment (X2) has a significant effect on Employee Performance (Y).

c. Work Motivation Variable (X3)

Based on the table above, the t value obtained on the Work Motivation variable (X3) is 2.45, while the t_{table} value with an independent degree of 26 ($n-k-1$) = 2.056. When compared, the value of $t_{\text{count}} > t_{\text{table}}$ ($2.45 > 2.056$). This test shows that H_0 is rejected, so it can be concluded that Work Motivation (X3) has a significant effect on Employee Performance (Y).

Simultaneous Hypothesis Testing (F-test)

After data processing, the F_{count} value is 42.675 and the F_{table} value is 2.975. It can be seen that the value of F_{count} greater than F_{table} ($42.675 > 2.975$). So that the decision H_0 is rejected at the α level 5%, So it is concluded that Leadership Style (X1), Work Environment (X2) and Work Motivation (X3) together have a significant effect on Employee Performance (Y).

Discussion

The results of statistical hypothesis testing show that leadership style, work environment, and work motivation have a significant influence on employee performance. Based on the regression coefficient and p -value obtained, these three independent variables show t_{count} greater than t_{table} with a p -value smaller than $\alpha = 0.05$, which means that these three variables have a significant effect on employee performance.

1. Leadership Style (X1) on Employee Performance (Y)

The results of the multiple regression analysis t test, show that the t_{count} on the leadership style variable ($X_{(1)}$) is 3.621 and the t_{table} is 2.056. This shows that $t_{\text{(count)}} > t_{\text{table}}$, So H_0 is rejected and H_a is accepted. So the hypothesis that states "Leadership Style has a significant effect on Employee Performance" is proven.

2. Work Environment (X2) on Employee Performance (Y)

The results of the multiple regression analysis t test, show the t value on the work environment variable is 2.271 and the t_{table} is 2.056. This shows that $t_{\text{(count)}} > t_{\text{table}}$, so H_0 is rejected and H_1 is accepted. So the hypothesis that states "Work Environment has a significant effect on Employee Performance" is proven correct.

3. Work Motivation (X3) on Employee Performance (Y)

The results of the multiple regression analysis t test, show the t value on the work motivation variable is 2.45 and the t_{table} is 2.056. This shows that $t_{\text{(count)}} > t_{\text{table}}$, H_0 is rejected and H_a is accepted. So the hypothesis that states "Work Motivation has a significant effect on Employee Performance" is proven.

4. Leadership Style (X1), Work Environment (X2), Work Motivation (X3) to Employee Performance (Y)

This can be proven that the value of $F_{(count)} > F_{table}$ then H_0 is rejected and H_1 is accepted, meaning that all independent variables have a simultaneous influence on the dependent variable. So the hypothesis that states "Leadership Style, Work Environment, Work Motivation Simultaneously Affect Employee Performance at the Ijen District Office, Bondowoso Regency" is proven correct.

CONCLUSION

From the results of research on the influence of Leadership Style, Work Environment and Work Motivation on Employee Performance in Ijen District, Bondowoso Regency, the authors can draw the following conclusions:

1. The statistical test results show that the Leadership Style variable partially has a significant effect on Employee Performance at the Ijen District Office, Bondowoso Regency. This shows that effective leadership and being able to control subordinates is very important in improving employee performance.
2. The statistical test results show that the Work Environment variable partially has a significant effect on Employee Performance at the Ijen District Office, Bondowoso Regency. Aspects of the work environment such as office cleanliness trigger an increase in employee performance.
3. The statistical test results show that the Work Motivation variable partially has a significant effect on employee performance at the Ijen District Office, Bondowoso Regency. Good motivation, such as giving awards, can encourage employees to work more optimally.
4. The statistical test results show that the variables of Leadership Style, Work Environment and Work Motivation simultaneously have a significant effect on Employee Performance at the Ijen District Office, Bondowoso Regency. These results strengthen the evidence that these three variables are important determinants in improving employee performance in government organizations.
5. The most dominant variable influence on employee performance at the Ijen District Office, Bondowoso Regency is the Leadership Style variable. This fact is related to the demographics of employees, the majority of whom are male and have status as civil servants with a dominant education level of high school graduates. The more hierarchical organizational structure and the need for direction and guidance from leaders make leadership style very crucial in influencing employee performance.

Based on the conclusions that have been obtained from this research, there are several implications that can be applied, both in the form of concrete activities in the field and in strengthening the theory referred to in the conceptual framework, including:

1. Development of a Leadership Training Program: The Ijen District Office needs to develop a leadership training program that includes effective communication, conflict management, and decision-making. This supports the theory that good leadership significantly improves employee performance.

2. **Work Environment Improvement:** Concrete steps such as rearranging the room to reduce sunlight interference, noise, and ensuring good ventilation should be taken. This corroborates the ergonomics theory that a comfortable work environment improves worker productivity and well-being.
3. **Increased Work Motivation through Rewards:** The implementation of a clear reward system for outstanding employees, such as bonuses or public recognition, is essential. This supports Herzberg's motivation theory which emphasizes the importance of rewards in increasing job satisfaction and productivity.
4. **Improving Social Relationships Among Employees:** Organizing regular social and team-building activities can improve relationships between employees. This is in line with Maslow's theory that good social interaction in the workplace fulfills employees' social needs and improves performance.
5. **Maintenance of Office Cleanliness and Security:** Maintain office cleanliness and safety by updating cleaning equipment and providing adequate sanitation facilities. This corroborates Herzberg's hygiene theory which emphasizes that good and safe working conditions are important to prevent job dissatisfaction.

From the above conclusions, the following recommendations can be made.

1. **Improving Leadership Quality:** The Ijen Sub-district Office needs to continue to improve the quality of leadership by conducting training and developing leadership skills for leaders. Leaders who are able to control and guide subordinates will be more effective in improving employee performance.
2. **Improving the Work Environment:** Although the working environment is generally considered good, more attention needs to be paid to weak aspects such as unobtrusive natural lighting. Improvements to office architecture or adjustments to the layout of the workspace can help reduce distractions from sunlight and improve work comfort.
3. **Improving Social Interaction Among Employees:** Efforts are needed to improve social relations among employees, such as organizing social and team-building activities that can enhance cooperation and togetherness. This can help improve work motivation and overall performance.
4. **Minimizing Environmental Disturbances:** The Ijen Sub-district Office needs to take steps to minimize distractions from noise, humidity, and sanitation issues that can interfere with employee concentration and productivity.
5. **Rewards and Recognition:** Providing regular rewards and recognition to outstanding employees can improve their motivation and performance. This is in line with the finding that rewards strongly motivate employees to perform better.

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