

# The Influence of Leadership Style, Work Motivation, Work Climate, Communication, and Job Satisfaction on Employee Performance at CV. Jaya Rejeki Lestari

Farrel Timothy Jersy

Institut Teknologi dan Sains Mandala Jember, Management Business, Indonesia

## Abstract

This research aims to examine the effect of Leadership Style, Work Motivation, Work Climate, Communication and Job Satisfaction on Employee Performance at CV. Jaya Rejeki Lestari. The data for this study were obtained from distributing questionnaires to research objects with a sampling technique using saturated sampling. This type of research is quantitative. The sample used in this study were employees of CV. Jaya Rejeki Lestari, with a total of 32 respondents. Data analysis used Data Instrument Test, Classical Assumption Test, Multiple Linear Regression Analysis, Determination Coefficient ( $R^2$ ), and Hypothesis Test using the SPS version 25.0 program. The results of this study partially show that Work Climate, Communication and Job Satisfaction do not have a significant effect on employee performance, while the variables of Leadership Style and Work Motivation have a significant effect on customer satisfaction. Simultaneously, the variables of Leadership Style, Work Motivation, Work Climate, Communication and Job Satisfaction have a significant effect on customer satisfaction.

**Keywords:** Leadership Style, Work Motivation, Work Climate, Communication, Job Satisfaction and Employee Performance.

Corresponding Author:

Farrel Timothy Jersy  
(woenjersy21@gmail.com)

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## 1. Introduction

Human resources are a factor that plays an important role in an organization, both in large and small organizations. The role of human resources is a very important strategy implementation as the subject of the organization's strategy. They have potential such as ideas and thoughts, skills, feelings, desires, status and educational background, age, gender and others which if brought into the organization can be utilized and optimized to achieve organizational goals. As a result of the interaction with each characteristic and many that form lifestyles, behavioral patterns, and work ethics, all of which will characterize the condition of an organization.

This occurs due to the influence of human resources themselves in carrying out their duties. One of the things that must be considered in carrying out work is achieving good performance in accordance with the work standards set by the organization. However, several factors influence the achievement of desired performance, such as leadership style, job satisfaction, competence, organizational culture, motivation, work climate, and so on.

Leadership is an abstract concept, but its results are tangible. Sometimes leadership is seen as an art, but often it is also related to science. In reality, leadership is both an art and a science. There are many definitions of leadership, depending on the perspective used.

Work motivation is a state or condition that encourages, stimulates, or moves a person to perform a task assigned to them so they can achieve their organization's goals. Motivation is an indicator that makes a worker more satisfied in carrying out their activities.

The work climate or work environment also plays a crucial role in determining employee performance. A conducive work environment will positively influence not only the individual working but also the surrounding environment, especially within a company context. The work environment encompasses all the tools and materials encountered, the surrounding environment in which a person works, their work methods, and their work arrangements, both as individuals and as a group.

Everyday communication processes occur, whether between individuals or within groups or organizations. In companies or organizations, when conducting a communication process, the potential impacts and effects will

also be considered. The impacts related to organizations are behavioral, namely the impacts that arise from communication in the form of an individual's behavior, actions, or performance (Effendi, 2000:7).

Job satisfaction is fundamentally individual. Each individual has a different level of satisfaction, depending on their value system. The higher the perceived aligning of an activity with their desires, the higher the level of satisfaction with that activity (Rivai, 2009:856).

## **2. Method**

### **Research Location and places**

This research was conducted at the CV. Jaya Rejeki Lestari office located at Jl. Mojopahit G/25 Sempusari, Jember, East Java in February 2024. CV. Jaya Rejeki Lestari is a distributor company for various products, especially baby equipment such as baby pacifiers, wet wipes, pacifiers, and many more.

### **Population and Sample**

#### **Population**

Population is a generalization area consisting of objects or objects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2017). The population used in this study was all employees of CV. Jaya Rejeki Lestari with a total of 32 people consisting of 1 Principal, 1 Vice Principal, 2 Operational Managers, 8 Salesmen, 1 Financial Admin, 2 Warehouse Managers, 12 Warehouse Staff, and 5 Delivery Drivers.

#### **Sample**

According to Sugiyono (2017), a sample is a subset of the total number of characteristics possessed by a population. Therefore, a sample is a subset of the existing population. Based on this definition, sampling must be done using a specific method based on existing considerations. According to Sugiyono (2002), saturation sampling is a sampling technique where all members of the population are used as samples. Based on the explanation above, the sample size to be used in this study is 32 employees.

#### **Type of research**

This study uses a quantitative approach, with statistical analysis using multiple linear regression. This study was designed as a survey. Survey research is field research conducted on several samples from a specific population, with data collection using questionnaires (Abidin, 2007). The data used in this study is primary data. Primary data is data obtained directly.

## **3. Results and Discussion**

### **Data Instrument Test**

#### **a. Validity Test**

The validity of this study was tested by sending a questionnaire to 32 respondents using IBM SPSS version 20 through item analysis using the Pearson product-moment correlation coefficient. Validity testing was conducted to ensure that the questionnaire was valid. If the calculated  $r$  value is greater than the table  $r$  value, then the statement item is declared valid.

The results of the indicators show the validity test results of the research data instrument consisting of the variables Leadership Style (X1) with 5 statements, Work Motivation (X2) with 5 statements, Work Climate (X3) with 4 statements, Communication (X4) with 4 statements, Job Satisfaction (X5) with 2 statements, and Employee Performance (Y) with 5 statements. Using the formula  $df = (N-2)$  with  $N$  as the number of samples, the  $r$ -table and  $r$ -calculation values were compared to each other, indicating validity because the calculated  $r$  value is greater than the table  $r$  value. The  $df$  value is 30, with a significance level of 0.05, and the  $r$ -table value is 0.349.

#### **b. Reliability Test**

In the reliability test, the questionnaire instrument, which serves as an indicator of a variable, is tested by comparing the Cronbach's Alpha value calculated using SPSS version 20. The research questionnaire is considered reliable if the Cronbach's Alpha value is  $>0.60$ .

The reliability test results obtained a significance value of  $0.842 > 0.60$ , indicating that the residual values are normally distributed and reliable.

## Classical Assumption Test Results

### a. Normality Test

To test for normality, the non-parametric Kolmogorov-Smirnov test was used. If the probability value is  $>0.05$ , the data distribution is considered normal; if the probability value is  $<0.05$ , the data distribution is considered abnormal.

The results of the questionnaire administered to 32 respondents showed the following normality test results:

Tabel 4. 11 Tabel Realibilitas Instrumen Data Penelitian

Variabel Penelitian	Cronbach's Alpha If Item Deleted	Standar Reliabilitas	Keterangan
Gaya Kepemimpinan	0,905	0,6	Reliabel
Motivasi Kerja	0,889	0,6	Reliabel
Iklim Kerja	0,910	0,6	Reliabel
Komunikasi	0,927	0,6	Reliabel
Kepuasan Kerja	0,731	0,6	Reliabel
Kinerja Karyawan	0,896	0,6	Reliabel

### b. Multicollinearity Test

The tolerance value and the variability inflation factor (VIF) can be used to determine whether multicollinearity is present in a regression model. The tolerance value measures the variability of the selected independent variables, and if it is not, the variability can be explained by the other independent variables. Since  $VIF = 1/\text{tolerance}$ , indicating high collinearity, a high VIF value equates to a low tolerance value. A reduction value is used for tolerance values greater than 0.10 or VIF values less than 10.

### c. Heteroscedasticity Test

This test is used to determine whether the variance of the regression model varies from one observation to another and to determine whether there is inequality of variance between observations. This observation can be conducted using the Glejser test, which is a hypothesis test used to determine whether a regression model exhibits heteroscedasticity through absolute residual regression.

The Glejser test results indicate no signs of heteroscedasticity, as they show a significant value (p-value) greater than 0.05, namely 0.168 for the leadership style variable, 0.082 for the work motivation variable, 0.656 for the work climate variable, 0.982 for the communication variable, and 0.941 for the product review variable.

## Multiple Linear Regression Analysis

Generally, multiple linear regression analysis is used to test how much influence two or more independent variables have on the dependent variable.

1. Constant Value the Constant Value (a) of -0.166 states that if the variables Leadership Style (X1), Work Motivation (X2), Work Climate (X3), Communication (X4), Job Satisfaction (X5) are considered unchanged (constant) then the Employee Performance (Y) value is equal to 0.
2. Leadership Style (X1) The regression coefficient value of the Leadership Style variable (X1) is 0.422 with a positive sign. This means that the higher the Leadership Style provided by IndiHome, the higher customer satisfaction, and vice versa. Assuming that the variables Work Motivation (X2), Work Climate (X3), Communication (X4), and Job Satisfaction (X5) do not change (constant).
3. Work Motivation (X2) The regression coefficient value of the Work Motivation variable (X2) is 0.305 with a negative sign. This means that the better the Leadership Style provided by the company, the lower customer satisfaction, and vice versa because the better the leadership style, the better the performance will be. Assuming the variables Leadership Style (X1), Work Climate (X3), Communication (X4), and Job Satisfaction (X5) do not change (constant).
4. Work Climate (X3) The regression coefficient value of the Work Climate variable (X3) is -0.050 with a negative sign. This means that the higher or lower the work motivation provided by the company, the higher employee performance, and vice versa. Assuming that Leadership Style (X1), Work Motivation (X2), Communication (X4), and Job Satisfaction (X5) do not change (constant).

5. Communication (X4) The regression coefficient value of the Communication variable (X4) is 0.203 with a positive sign. This means that good communication provided by the Company to employees will improve employee performance, and vice versa. Assuming that Leadership Style (X1), Work Motivation (X2), Work Climate (X3), and Job Satisfaction (X5) do not change (constant).
6. Job Satisfaction (X5) The regression coefficient value of the Job Satisfaction variable (X5) is 0.270, with a positive sign. This means that the better or worse the Job Satisfaction created by the Company, the better employee performance will be, and vice versa. Assuming that Leadership Style (X1), Work Motivation (X2), Work Climate (X3), and Communication (X4) do not change (constant).

#### **Analysis of the Coefficient of Determination (R<sup>2</sup>)**

From the determination coefficient table 4.14 above, it can be seen that the Adjusted R Square (R<sup>2</sup>) value is 0.811. The results of this statistical calculation mean that the ability of the independent variable to explain its variation, namely changes in the dependent variable, is 81.1%. From the output above, the Adjusted R Square (Coefficient of Determination) value is 0.811, which means that the contribution of the Leadership Style (X1), Work Motivation (X2), Work Climate (X3), Communication (X4), and Job Satisfaction (X5) variables to the Employee Performance variable is 81.1%. Meanwhile, 18.9% comes from other variables not included in this study.

#### **Hypothesis**

##### **T Test**

This t-test is for testing the partial regression coefficient, to determine the partial significance of each independent variable on the dependent variable. Decision-making criteria.

If  $-t_{table} < t_{count} < t_{table}$  then H<sub>0</sub> is accepted, H<sub>a</sub> is rejected, meaning there is no partial influence between the independent variables on the dependent variable. If  $t_{count} > t_{table}$  or  $t_{count} < -t_{table}$  then H<sub>0</sub> is rejected, H<sub>a</sub> is accepted, meaning there is a partial influence between the independent variables on the dependent variable.

If the significance value is  $< 0.05$  probability, then there is a partial influence between the independent variables on the dependent variable. If the significance value is  $> 0.05$  probability, then there is no partial influence between the independent variables on the dependent variable.

Based on the results, it is shown that the variables of leadership style (X1), Work Motivation (X2), and Job Satisfaction (X5) have a significance value of more than 0.05 and  $t_{count} < t_{table}$  so it can be concluded that these variables have an effect on the performance of CV. Jaya Rejeki Lestari employees. Work Climate (X3) and Communication (X4) variables and  $t_{count} < t_{table}$  so it can be concluded that there is no effect on the Performance of CV. Jaya Rejeki Lestari Employees.

##### **F Test**

The F test is used to determine whether independent variables influence the dependent variable simultaneously. Proof is attempted by equating the numbers with a 5% confidence level and degrees of freedom  $df = (n-k-1)$ , where n is the number of variables. The hypothesis in this test is that if the calculated F is less than the table F, H<sub>0</sub> is accepted because the dependent variable does not influence it. Conversely, if the calculated F is greater than the table F, H<sub>0</sub> is rejected because the independent variables influence the dependent variable simultaneously.

Based on table 4.16 above, the calculated f value is  $6.886 > f_{table} 1.706$  and the significance value is  $0.000 < 0.05$ , so it can be concluded that the hypothesis is accepted or in other words, Leadership Style (X1), Work Motivation (X2), Work Climate (X3), Communication (X4), and Job Satisfaction (X5) simultaneously have a significant effect on Employee Performance (Y).

## **4. Conclusion**

Based on the data analysis of the variables Leadership Style, Work Motivation, Work Climate, Communication and Job Satisfaction on Employee Performance at CV Jaya Rejeki Lestari Jember, the following conclusions can be drawn: 1) Partially, the leadership style variable influences employee performance. 2) Partially, the work motivation variable has a significant effect on employee performance. 3) Partially, the work climate variable does not significantly influence employee performance. 4) Partially, the communication variable does not significantly influence employee performance. 5) Partially, the job satisfaction variable does not significantly influence employee performance. 6) The results of the F-test or simultaneous test indicate that leadership style, work motivation, work climate, communication, and job satisfaction collectively have a positive and significant influence on employee performance.

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