

Impact of Leadership Style, Motivation and Work Environment on Employee Performance

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Abstract. Penelitian ini bertujuan untuk mengetahui dan menganalisis dampak gaya kepemimpinan, motivasi dan lingkungan kerja terhadap kinerja karyawan Senyum Media Stationery Jember. Populasi dalam penelitian ini adalah seluruh karyawan pada Senyum Media Stationery Jember yang berada di Jln. Kalimantan No. 07 yaitu berjumlah 80 karyawan dan akan dilibatkan sebagai responden dalam penelitian ini, sehingga penelitian ini dapat dikatakan penelitian sensus. Uji validitas dan uji reliabilitas dilakukan untuk menguji alat ukur yang berupa kuisioner. Analisis deskriptif digunakan untuk rekapitulasi deskripsi responden. Analisis regresi linier berganda digunakan untuk mengetahui pengaruh variable bebas terhadap variable terikat. Hasil penelitian menunjukkan bahwa variable gaya kepemimpinan mempunyai nilai koefisien sebesar -0,007, variable motivasi kerja mempunyai nilai koefisien regresi sebesar 0,360, dan variable lingkungan kerja mempunyai nilai koefisien regresi sebesar 0,682. Hasil uji hipotesis menyatakan bahwa gaya kepemimpinan tidak berpengaruh signifikan terhadap kinerja karyawan. Sedangkan motivasi kerja dan lingkungan kerja berpengaruh signifikan terhadap kinerja karyawan Senyum Media Stationery Jember.

Kata Kunci : gaya kepemimpinan; motivasi; lingkungan kerja; kinerja karyawan

Abstract. This study aims to determine and analyze the impact of leadership style, motivation and work environment on employee performance of Senyum Media Stationery Jember. The population in this study were all employees at Senyum Media Stationery Jember, located at Jln. Kalimantan No. 07, namely 80 employees and will be involved as respondents in this study, so this research can be said to be a census research. The validity test and the reliability test were conducted to test the measuring instrument in the form of a questionnaire. Descriptive analysis was used to recapitulate the respondent's description. Multiple linear regression analysis is used to determine the effect of independent variables on the dependent variable. The results of the study show that the leadership style variable has a coefficient of -0.007, the work motivation variable has a regression coefficient value of 0.360, and the work environment variable has a regression coefficient value of 0.682. Hypothesis test results state that leadership style has no significant effect on employee performance. Meanwhile, work motivation and work environment have a significant effect on the performance of employees at Smile Media Stationery in Jember.

Keywords: leadership style; motivation; work environment; employee performance

INTRODUCTION

Human resources are a very important determinant of the effectiveness of the company's activities by providing their energy, talents and creativity. Every company always tries to improve employee performance, with the hope that what the organizational goals will be achieved. Apart from capital, human resources are also a major element in the company. They are the driving force, determinant and support for achieving company goals so that there is a need for professional human resource management (Azhad et al., 2015). The company wants quality human resources who have good performance. By increasing the quality and performance of employees, the goals of the company can be achieved. Employee performance is the work result in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him (Umar, 2005). Performance has an important position so that companies need to pay attention to the performance of their employees. The higher and better the employee's performance, the greater the chances of achieving company goals. On the contrary, the lower the level of employee performance, the company will not be able to achieve its goals. Many factors support the increase in employee performance, such as the superior's leadership style, superior motivation, and work environment factors.

The first factor supporting performance is leadership style. Leadership is a person who has a certain superiority, so that he has the obligation and power to move other people to make joint efforts to achieve certain goals (Samsudin, 2006). The company certainly has a leader who determines the direction and occupies the most important position in the company. Leaders must be able to plan, organize, supervise, organize and make effective decisions (Nawawi,

2011). A leader will influence individuals and groups through the communication process. Besides influencing individuals and groups to work, a leader must also pay attention to the needs of his employees in order to achieve maximum performance (Tohardi, 2006). A person's leadership style can affect employee performance in completing their duties. Several studies have linked leadership style to employee performance. Research (Priyono et al., 2018b) entitled "Effect Of Leadership Style, Teacher Motivation And Physical Work Environment On Teacher Performance SMAN 1 Tanggul Jember" which states that leadership style, teacher motivation and physical work environment all have a positive effect on teacher performance. Research (Brahmasari & Suprayetno, 2008) entitled "The Influence of Work Motivation, Leadership and Organizational Culture on Employee Job Satisfaction and Its Impact on Company Performance of PT. Pei Hai International Wiratama Indonesia" stated that leadership and organizational learning are significantly related to the corporate performance. Other studies that also discuss the problem of the relationship between leadership and performance include: (Kurniawati & Tobing, 2019), (Hadiana & Maya Sari, 2019), (Ishak et al., 2019), (Areiqat et al., 2020), (Riyadi, 2020), (Listiani et al., 2020), (Yohana et al., 2020), (Hafifi et al., 2018), (Ayuningtyas & Utami, 2019), (Qomariah, 2012), (Abbas et al., 2020), (Sugiyatmi et al., 2016), (Priyono et al., 2019), (Qomariah et al., 2020), (Sya'roni et al., 2018), (Effendy et al., 2017), (Priyono et al., 2018b).

The next factor supporting employee performance is work motivation. Motivation is a factor that encourages someone to do a certain activity, therefore it is often interpreted as a driving factor for one's behavior (Mu'ah, 2002). Motivation and performance are two elements that are constructive (building, fostering and improving) and correlative (reciprocal) (Handoko, 2008). Both of them are mutually conditional and cannot be separated from each other. Employee work performance will be low if they do not have the motivation to carry out the job. Conversely, if employees have high motivation to carry out work, the employee's performance level will be high. So that companies need to provide work motivation to their employees on a regular basis in order to create employees who are quality and have a high level of performance. Several studies have been conducted that discuss the relationship between motivation and employee performance. Several studies have been conducted that discuss the relationship between motivation and employee performance. Research (Hidayah & Tobing, 2018) entitled "The Influence Of Job Satisfaction, Motivation, And Organizational Commitment To Employee Performance" states that motivation and organizational commitment simultaneous influence to employee performance, than partially job satisfaction has no significant influence on employee performance, and the other variable motivation and organizational commitment has significant. Research (W. Sari et al., 2020) states that work motivation has a significant effect on employee performance. Other studies that also link motivation to employee performance include: (Kurniawan et al., 2019), (Utomo et al., 2019), (Hardianto et al., 2020), (Soebyakto et al., 2019), (Istanti et al., 2020), (Priyono et al., 2018a), (O. R. Sari, 2015), (Kurniawan et al., 2019), (Ariono, 2017), (Adha et al., 2019), (Achmad, 2016), (Rantesalu et al., 2017), (Perdana, 2018), (Qomariah et al., 2020).

The work environment is also one of the factors that can increase employee performance. The work environment is everything that is around the worker that can affect him / her in carrying out assigned tasks (Nitisemito, 2008). (Sedarmayanti, 2011) states that the work environment is the entire tooling tool and material faced, the surrounding environment where a person works, his work methods, and work arrangements both as individuals and as groups. So, it can be concluded that the work environment is everything around the workers. Companies must pay attention to the work environment of employees because if the working conditions are comfortable, the workers can complete their duties properly. This condition will reduce the feeling of boredom and fatigue in workers so that they will feel comfortable and at home with their work and can improve their performance. On the other hand, if the work environment is uncomfortable, it will interfere with workers in completing their tasks and result in the performance level of company employees. According to research (Adha et al., 2019) concluded that there is a significant and positive influence both partially and simultaneously between the work environment on employee performance with a significance level of 0.009 ($p < 0.05$). Research (Makkira et al., 2016) states that the work environment has a positive and significant effect on employee performance at PT. Trans Retail Indonesia (Carrefour) Panakkukang Makassar Branch. Research (Susanti, 2017) states that simultaneously the independent variables are work environment and job satisfaction on the dependent variable of employee productivity. Research (Bentar et al., 2017) states that the work environment has a positive and significant effect on performance 0.450 means that the work environment can increase tolerance in the team, motivation to do extra work, and respect the spirit of regulations in the company. (Komaling et al., 2016) state that recruitment, motivation, and the work environment have a positive and significant effect both simultaneously and partially on employee performance. (Feel et al., 2018) state that work environment variables have a partially significant influence on employee performance at the Sekarputih Village Office, Kec. Tegalampel Kab. Bondowoso. (Siregar et al., 2020) stated that the work environment can improve employee performance. (Abdi & Wahid, 2017), (Fachreza et al., 2014), (Ardianti et al., 2018), (Priyono et al., 2018b) also conducted research on the theme of the work environment and employee performance.

Senyum Media Stationery is a growing company in the trade sector that sells a variety of school, college and office equipment and supplies. Apart from Smiles Media, as for Gramedia, Prima Stationery, the Student Exchange, Agung Wardana and the Unej Cooperative which are also involved in the same field. Founded by Mr. Kholid Ashari, SE since 1992 at Jln. Kalimantan No. 07, Krajan Timur Sumbersari Jember. Currently Senyum Media has several branches in various areas of Jember. The items sold are also complete, from the smallest things such as erasers to study chairs available. The service system is self-service, so buyers can find and select the items they want to buy and pay for them at the cashier. For now, Senyum Media has a total of 150 employees, 80 of which work at Senyum Media Pusat Jln. Karimata and the rest work in branches. The phenomenon that the researchers found was that there was a performance appraisal that was carried out during the last 5 years starting from 2014 to 2018. This performance appraisal was carried out by providing an assessment between one employee and another employee.



FIGURE 1. Data on Performance Appraisal of Jember Media Stationary Smile Employees in 2014 – 2018

The data in Figure 1 is a performance appraisal that occurred in Senyum Media in the last 5 years. It can be seen that employee performance has decreased in 2016 with a percentage of 72.8% and has increased in 2017 and 2018. This of course will have a direct effect on the sustainability of the company so it is necessary to pay attention to the things that affect employee performance, one of which is leadership style, motivation and work environment. This study aims to determine the effect of leadership style, motivation and work environment on employee performance at Senyum Media Jember.

RESEARCH METHODS

In this study, using two types of variables, namely the independent variable and the dependent variable. The independent variables in this study are leadership style, motivation and work environment. The dependent variable in this study is employee performance. According to (Hariandja, 2007) leadership style is a method or type that exists in a leader in managing employees to be able to carry out the mandate given to achieve certain goals. Leadership style indicators according to (Kartono, 2003) are: ability to make decisions, ability to motivate, ability to communicate, ability to control subordinates, responsibility, ability to control emotional. Motivation is the driving force which results in a member of the organization willing and willing to mobilize abilities in the form of expertise or skills, energy and time to carry out various activities that are their responsibility and fulfill their obligations, in order to achieve the goals and objectives of the organization that have been predetermined (Siagian, 2015). The indicators of motivation include: driving force, willingness, willingness, forming expertise, forming skills, responsibilities, obligations, goals. The work environment is a physical environment where employees work which affects their performance, safety and quality of work life. Work environment indicators are: lighting, air circulation, noise, color, humidity, facilities, harmonious relationships, opportunities for advancement, security in work.

The design of this research which is oriented with the aim of knowing and analyzing the influence of leadership style, motivation and work environment on employee performance at Smile Media Stationery Jember, namely by conducting research designs in the form of observations with survey methods, namely methods of collecting data or information from respondents using questionnaire. The population in this study were all employees at Senyum Media Stationery Jember, located at Jln. Kalimantan No. 07, namely 80 employees and will be involved as respondents in this study, so this research can be said to be a census research.

The validity test is used to determine whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. A research instrument is said to be of quality and can be accounted for if its validity and reliability have been proven. Testing the validity and reliability of the instrument, of course, must be adjusted to the form of the instrument that will be used in the research. Multiple linear regression analysis was performed to determine the linear relationship between the dependent variable and the independent variables. This analysis is used to predict the value of the dependent variable if the value of the independent variable has increased or decreased. The regression equation developed in this study is as follows: $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$.

RESULTS AND DISCUSSION

Characteristics of Respondents by Age

The results showed that most of the respondents were 21-30 years old with 69 people or 86.25%, the second order was 31-40 years old with 7 people or 8.75% and the third order was > 40 years old with the number of 4 people or 5%. This shows that the employees of Senyum Media Jember on average are filled with young employees with an average age of 21-30 years.

Data Validity Testing

Validity test is used to test the extent to which the accuracy of the measuring device can reveal the concept of the symptoms or events being measured. Questionnaire items are declared valid if $r_{\text{calculated}} > r_{\text{table}} (n-2)$ and a significant value < 0.05 . Complete validity testing can be seen in table 1.

TABLE 1: Validity Test Results

No	Variable / Indicator	Criterion 1		Criterion 2		Information
		r count	r table	Sig value	Alpha	
	Leadership Style					
1.	X1.1	.644**	0,2199	0,000	0,05	Valid
2.	X1.2	.388**	0,2199	0,000	0,05	Valid
3.	X1.3	.511**	0,2199	0,000	0,05	Valid
4.	X1.4	.716**	0,2199	0,000	0,05	Valid
5.	X1.5	.590**	0,2199	0,000	0,05	Valid
	Work motivation					
1.	X2.1	.697**	0,2199	0,000	0,05	Valid
2.	X2.2	.498**	0,2199	0,000	0,05	Valid
3.	X2.3	.590**	0,2199	0,000	0,05	Valid
4.	X2.4	.498**	0,2199	0,000	0,05	Valid
	Work environment					
1.	X3.1	.656**	0,2199	0,000	0,05	Valid
2.	X3.2	.706**	0,2199	0,000	0,05	Valid
3.	X3.3	.677**	0,2199	0,000	0,05	Valid
4.	X3.4	.657**	0,2199	0,000	0,05	Valid
	Employee performance					
1.	Y1	.776**	0,2199	0,000	0,05	Valid
2.	Y2	.783**	0,2199	0,000	0,05	Valid
3.	Y3	.563**	0,2199	0,000	0,05	Valid
4.	Y4	.780**	0,2199	0,000	0,05	Valid
5.	Y5	.554**	0,2199	0,000	0,05	Valid

Data Reliability Testing

Reliability test is used to test the extent to which the reliability of a gauge can be used again for the same research. Reliability testing in this study is to use the alpha formula. The results of reliability testing for each variable are summarized in Table 2.

TABLE 2: Reliability Testing Results

No	Variable	Alpha Calculate	Alpha Standard	Information
1.	Leadership Style	0,480	0,600	Reliable
2.	Work motivation	0,322	0,600	Reliable
3.	Work environment	0,598	0,600	Reliable
4.	Employee performance	0,728	0,600	Reliable

Multiple Linear Regression Analysis

A good regression equation model is one that meets the requirements of classical assumptions, including that all data are normally distributed, the model must be free from multicollinearity symptoms and free from heteroscedasticity. From the previous analysis it has been proven that the equation model proposed in this study has met the requirements of the classical assumptions so that the equation model in this study is considered good. Regression analysis is used to test the hypothesis about the partial influence of the independent variables on the dependent variable. Based on table 3, it can be seen that the regression equation formed is: $Y = 3.062 - 0.007X_1 + 0.360X_2 + 0.682X_3 + e$

TABLE 3: Results of Multiple Linear Regression Analysis

No	Variable	Regression Coefficient	t count	Significant
1.	Constant	3,062	1,455	0,150
2.	Leadership Style	-0,007	-0,058	0,954
3.	Work motivation	0,360	2,723	0,008
4.	Work environment	0,682	4,728	0,000

DISCUSSION

The Effect of Leadership Style on Employee Performance

The test results prove that the leadership style does not have a significant effect on employee performance. This can be seen from the test results on the t test and multiple linear analysis. It can be seen that the result is minus the regression coefficient - 0.007 and the t test is 0.954 which means it is not significant. So it can be concluded that the leadership style does not have a significant effect on the employee performance of Senyum Media Stationary Jember.

The Influence of Motivation on Employee Performance

The test results prove that work motivation has a significant effect on employee performance. This can be seen from the significant work motivation, namely $0.008 < 0.05$ and the t value is greater than the t table value ($2.723 > 1.99167$). So it can be concluded that work motivation has a significant effect on employee performance of Senyum Media Stationary Jember.

The Effect of Work Environment on Employee Performance

The test results prove that the work environment has a significant effect on employee performance. This can be seen from the significant work environment, namely $0.000 < 0.05$ and the calculated t value is greater than the t table value ($4.728 > 1.99167$). So it can be concluded that the work environment has a significant effect on employee performance of Senyum Media Stationary Jember.

CONCLUSIONS AND SUGGESTIONS

Conclusion

From the statistical tests that have been carried out, the conclusions of this study are as follows:

1. Leadership Style has no significant effect on employee performance Senyum Media Stationary Jember
2. Work Motivation has a significant effect on employee performance of Senyum Media Stationary Jember
3. The work environment has a significant effect on the employee performance of Senyum Media Stationary Jember

Suggestion

Based on the research that has been conducted by researchers, the suggestions that can be given to Jember's Smile Media Stationary from this research are that the company should pay attention to the development of existing human resources in order to maintain employee performance in order to remain stable and increase. Leadership style, motivation and work environment are among the factors that affect employee performance so that it needs to be considered by the company. As for what needs to be considered by Senyum Media Stationary Jember regarding the results of this study, namely: company leaders should pay more attention to policies related to leadership styles such as establishing good enough communication between leaders and employees. Establishing a relationship with employees can be started by frequently involving employees in decision making. The company should maximize the provision of work motivation to employees on a regular basis. The motivation given can vary, such as providing rewards for achievement, of course, will encourage someone to work even harder. The company should improve the aspects of the work environment in order to create a safe and comfortable work environment so that employees can work optimally and pay attention to everything that can hinder work processes such as blackouts and others.

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