



**Do leadership and work environment affect employee performance?
Case study in Mustikasari Village Bekasi City**

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Abstract:

This study aims to determine and analyze how much influence leadership and work environment have on employee performance in Mustikasari Village, Bekasi City. This study uses quantitative research which is a study that aims to explain the relationship between two or more variables with a sample of 35 respondents. Data collection methods used are questionnaires, documentation and literature studies. The data processing technique uses the help of the IBM SPSS version 26.0 application program so as to get the test results from the instrument test, classical assumption test, multiple linear regression test, coefficient of determination test and hypothesis testing (t test and f test). The results showed that leadership and work environment had a positive and significant influence on employee performance. Based on the test results the coefficient of determination is 49.2% while the remaining 50.8% is influenced by other variables that are not included in this research model. Based on the results of the t-test (partial) and the results of the f-test (simultaneous) indicate that there is a significant influence partially or simultaneously between the variables of leadership and work environment on employee performance.

Keywords: Leadership, Work Environment, Employee Performance

INTRODUCTION

Human resource management is a field of management which generally includes aspects of planning, organizing, implementing and monitoring individuals efficiently and effectively in order to achieve common goals. The role of Human Resources in an organization has an important position in the work process from planning, implementation to achieving organizational goals (Marpaung, 2022). Human resource planning in an organization is very important not only for the organization itself, but also for the workforce concerned and for the community. Therefore, HR management starting from employee recruitment, selection, classification, and appropriate employee placement needs to be carried out so that all organizational goals can run well and produce positive outputs for the company (Setyowati et al., 2022).

Every company or organization expects optimal work from its employees in order to meet the company's needs. Directions are carried out by leaders who with their leadership will give direction to employees to do all their duties well (I. R. Setiawan, 2016). The ability of an employee to work to be said to be good can be seen through the performance he has (Wulandari, 2019). Mustikasari Village, Bekasi City is a government office as well as a village administrative service center that provides services to the community in its shade area. As a public servant, the role of a leader is needed in running the organization in order to meet the needs of the community.

Leaders based on theoretical concepts, have a great responsibility for achieving the goals of an organization, because leadership is the core of management which is the driving force for resources and management functions and other tools (Rusmiwari & W, Roro Merry Chornelia (Program Studi Ilmu Administrasi Negara, 2017). In improving the performance of employees, it takes a leader who has the ability to have integrity, responsibility, social spirit, and personality who can adjust the situation and conditions that occur so that the leader is able to provide inspiration and good influence to employees in achieving organizational goals. Leadership is very important in the course of company activities, because with good leadership, any obstacles faced by a company will be more easily resolved. Likewise, a leader should be able to create good relationships with his subordinates so that communication can be established well within the organizational environment he leads. Harmonious working relationships, both between leaders and subordinates as well as among colleagues, can have an impact on improving the overall performance of the institution.

Another factor that affects employee performance is the work environment. One of the factors expected by workers to increase work productivity is a good work environment (Putra et al., 2021). A supportive work environment will make employees feel comfortable and passionate at work, on the contrary, a non-supportive work environment will make employees unenthusiastic and uncomfortable. This will greatly affect the performance of employees and organizations (Chandra & Setiawan, 2018).

Based on the results of the initial observations that the researchers did in Mustikasari Village, Bekasi City, it appears that the performance produced by the employees is quite good, but not optimal, so there are still some problems that can affect employee performance. These problems include a lack of responsibility, punctuality in completing work and employee skills at work. On the leadership side, it was found that there was a lack of supervision by the leadership so that the implementation of tasks was less controlled. As a result, some jobs are often neglected and not completed on time (Marpaung, 2021). Meanwhile, problems in the work environment found that there were poor interpersonal relationships between employees, so that it affected working relationships which also had an impact on employee work results.

LITERATURE REVIEW

Leadership

According to Fahmi in (. & Sumantri, 2020) argues that leadership is a science that examines how to direct, influence and supervise others to do tasks in accordance with what has been ordered. It can be concluded that leadership is the embodiment of a leader's behavior regarding his ability to influence, direct and control the behavior of his subordinates in carrying out their duties.

According to Kartono in dalam (A. Setiawan & Pratama, 2019) there are several leadership indicators which are stated as follows:

- a) Decision Making Ability
- b) Motivating Ability
- c) Communication Ability
- d) Ability to Control Subordinates
- e) Responsibility
- f) Emotional Control Ability

Work environment

According to Wursanto (Nabawi, 2019), who defines the work environment as everything that affects employees, both physically and psychologically, directly or indirectly.

Sedarmayanti in (Lie et al., 2018) states that broadly speaking, the type of work environment is divided into 2 (two), namely:

- a) Physical Working Environment
- b) Non-Physical Working Environment

According to Nitisemito in (Naa, 2017) the work environment consists of several indicators, namely:

- a) Work atmosphere
- b) Availability of facilities for employees
- c) Relationship with co-workers

Performance

According to Mangkunegara in (Septian, 2021) performance is the result of work in quality and quantity achieved by an employee in carrying out his functions in accordance with the responsibilities given to him.

According to Stephen Robbins in (Tiyanti et al., 2021) says that performance is defined as the result of an evaluation of the work carried out by individuals compared to the criteria that have been set together.

According to Moeheriono in (Nabawi, 2019) performance is the result of work achieved by a person or group of people in an organization both qualitatively and quantitatively, in accordance with their respective authorities, duties and responsibilities in an effort to achieve the goals of the organization concerned legally, not violating law and in accordance with morals and ethics.

According to Mangkunegara in (Arifin et al., 2018) suggests that performance indicators include:

1. Quality, work quality refers to the quality of work produced by employees, namely the level of neatness, accuracy and work results.
2. Quantity, which is the amount produced, can be seen from the work speed of each employee.
3. Implementation of tasks, shows how far the employee is able to do his work accurately or without errors.
4. Responsibility, awareness of duty obligations to carry out the work given by superiors.

RESEARCH METHOD

This research was conducted in Mustikasari Village, Bekasi City, the object of the research was a government office, the problems found were regarding employee performance. Thus, this study was conducted to determine employee performance through the influence of leadership and work environment. This research is a causal associative research using a quantitative approach method, which aims to determine the effect of two or more variables. The data collection method used in this research is in the form of questionnaires, documentation and literature study. The sample in this study were all employees of Mustikasari Sub-district, Bekasi City, totaling 35 people, using a saturated sampling technique.

Before testing the hypothesis, it will first be tested for deviations from the classical assumptions using the SPSS version 26.0 program. In the classical assumption, there are several tests that must be carried out, including the Normality Test, Multicollinearity Test and Heteroscedasticity Test. The analysis tool used is Multiple Linear Regression Analysis and testing the coefficient of determination to find out how much influence the independent variable has on the dependent variable.

RESEARCH RESULTS AND DISCUSSION

Normality test

The normality test is carried out to determine whether the distribution of the data obtained follows or approaches the law of the standard normal distribution. The normality test aims to test whether in the regression model, the confounding variables or residuals are normally distributed. In this study, researchers used the Kolmogorov-Smirnov method. Based on the conclusion, the residuals are normally distributed if the significance value is > 0.05 .

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		35
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.91205937
Most Extreme Differences	Absolute	.089
	Positive	.062
	Negative	-.089
Test Statistic		.089
Asymp. Sig. (2-tailed)		.200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Figure 1. One-Sample Kolmogorov-Smirnov Test

Based on the results in Figure 4.16 above, it can be seen that the significance value generated is 0.200, which is greater than 0.05 so it can be concluded that the tested data is normally distributed.

Multicollinearity Test

Multicollinearity test is needed to determine whether there are independent variables that have similarities with other independent variables. A regression model can be said to be free from multicollinearity problems if the correlation between independent variations is close to 0.5. In addition, it can be known through the amount of Variance Inflation Factor (VIF) and Tolerance, where if $VIF < 10$ and Tolerance value > 0.1 , then the regression model can be said to be free of multicollinearity.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	16.301	6.443		2.530	.017		
1 GAYA KEPEMIMPINAN	.196	.083	.328	2.354	.025	.815	1.227
LINGKUNGAN KERJA	.476	.134	.495	3.545	.001	.815	1.227

a. Dependent Variable: Y

Figure 2. Multicollinearity Test Results

Based on Figure 4.2 the results of the multicollinearity test can be seen that the VIF value on the leadership and work environment variables is 1.227 which is < 10. And the Tolerance value for each independent variable is 0.815 which is > 0.1. So it can be concluded that there is no multicollinearity between the independent variables in this regression model.

Heteroscedasticity Test

Heteroscedasticity test is to test whether in a regression model, there is an inequality of variance from one observation to another observation. in this study using the Glejser test by regressing the independent variable with the absolute residual value (ABS_RES).

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	1.667	4.708		.354	.726
PEMIMPINAN	-.045	.061	-.141	-.732	.470
LINGKUNGAN KERJA	.088	.098	.174	.901	.374

a. Dependent Variable: ABS_RES

Figure 3. Heteroscedasticity Test Results

Based on Figure 4.3 the results of the Heteroscedasticity Test using the Glejser method show that the leadership and work environment variables have a significance value of 0.470 and 0.374, which is greater than 0.05, so it can be concluded that the independent variable does not occur heteroscedasticity.

Multiple Linear Regression Analysis

Multiple linear regression analysis is useful for showing the magnitude of the influence of several independent variables on the dependent variable. Multiple linear regression is useful for showing the magnitude of the influence of several independent variables on the dependent variable. In conducting data analysis using statistical calculations, it can be called statistically significant if the test value is in the critical area (area where H0 is rejected). On the other hand, it is called insignificant if the value of the statistical test is in the area where H0 is accepted. The multiple linear regression equation in this study can be formulated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2$$

Where:

α = Constant

Y = Employee Performance

X1 = Leadership

X2 = Work Environment

β = Parameter or regression coefficient

	standardized Coefficients		t		Sig.
	B	Std. Error	Beta	t	
	16.301	6.443		2.530	.017
GAYA KEPEMIMPINAN	.196	.083	.328	2.354	.025
LINGKUNGAN KERJA	.476	.134	.495	3.545	.001

a. Dependent Variable: Y

Figure 4. Multiple Linear Regression Results

Based on the formula used $Y = \alpha + \beta_1X_1 + \beta_2X_2 + e$

$$Y = 16.301 + 0.196X_1 + 0.476X_2 + e \text{ with the meaning:}$$

- 1) The constant equal to states that if the independent variable is zero then the decision factors that affect the increase in employee performance are 16,301
- 2) Based on the regression coefficient equation, it shows that the Leadership variable has a positive influence on increasing employee performance, namely $B = 0.196$, which means that the leadership variable has an increase of 1%, the increase in employee performance will increase 0.196%
- 3) Based on the regression coefficient equation, it shows that the work environment variable has a positive effect on increasing employee performance, namely $B = 0.476$, which means that the value of the leadership variable has increased by 1%, so the increase in employee performance will increase by 0.476%.

Coefficient of Determination

The coefficient of determination (R^2) is a measure of how far the model's ability to explain the dependent variable is. If the (R^2) obtained is close to 1 (one), it can be said that the stronger the model explains the relationship between the independent variables and the dependent variable. Conversely, if (R^2) is getting closer to 0 (zero), the weaker the influence of the independent variable on the dependent variable.

	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.702 ^a	.492	.460	2.28249

a. Predictors: (Constant), LINGKUNGAN KERJA, GAYA KEPEMIMPINAN

b. Dependent Variable: Y

Figure 5. Results of the Coefficient of Determination

Based on Figure 4.5 above, it is known that the R square value is 0.492 or 49.2%, this shows that the percentage of the contribution of the influence of the independent variable, namely leadership (X_1) and work environment (X_2) on the employee performance variable (Y) is 49.2%. , while the remaining 50.8% is influenced by other factors not examined in this study.

T Test (Partial)

T-test is basically used to test how the influence of these factors individually or individually to influence employee performance. To test whether each independent variable has a significant effect on the dependent variable partially with a significant = 5% or 0.05.

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	24.261	7.018		3.457	.002
GAYA KEPEMIMPINAN	.324	.088	.541	3.695	.001

endent Variable: Y

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	26.837	4.942		5.430	.000
LINGKUNGAN KERJA	.612	.129	.636	4.732	.000

endent Variable: Y

Figure 6. T. Test Results

Based on Figure 6. above, it is known that the significance value of the statistical test results of the t-test on the leadership variable is 3.695 and the work environment is 7.732, while the Ttable value is 2.036 with the provisions = 5%: $2 = 0.025$ (two-sided test) and degrees of freedom (df) $n-k-1$ or $35-2-1 = 32$, So from the results of tests that have been carried out on the influence of leadership and work environment on employee performance in Figure 6, it is obtained that:

1) First hypothesis testing

It is known that the significance value for the influence of leadership (X1) on employee performance (Y) is $0.001 < 0.05$ and the Tcount is $3.695 > 2.036$ so it can be concluded that H1 is accepted and H0 is rejected, meaning that individually the leadership variable has a significant effect on employee performance.

2) Testing the second hypothesis

It is known that the significance value for the influence of the work environment (X2) on employee performance (Y) is $0.000 < 0.05$ and the Tcount is $4.732 > 2.036$ so it can be concluded that H2 is accepted and H0 is rejected, meaning that the individual work environment variable has a significant effect on employee performance.

F Test (Simultaneous)

The F test basically shows whether all the independent variables included in the model have a joint effect on the dependent variable. To test whether all independent variables have a joint influence on the dependent variable with a significant = 5% or 0.05.

	Sum of Squares	df	Mean Square	F	Sig.
Regression	161.573	2	80.787	15.507	.000 ^b
	166.712	32	5.210		
	328.286	34			

a. Dependent Variable: Y

b. Predictors: (Constant), LINGKUNGAN KERJA, GAYA KEPEMIMPINAN

Figure 7. F Test Results

Based on Figure 4.7 the results of the hypothesis test above show that the Fcount value is 15.507, while Ftable is 3.28 with the provisions of = 0.05, $k = 2$ and degrees of freedom (df) $n-k$ or $35-2 = 33$. Then it is known the significance value for the effect of X1 and X2 simultaneously on Y is $0.000 < 0.05$ and the value of Fcount is $15.507 > 3.28$ Ftable, so it can be concluded that the hypothesis is accepted which means that leadership (X1) and work environment (X2) simultaneously have a significant effect on performance. employee (Y).

Discussion

The Effect of Leadership on Employee Performance

The results of this study indicate that there is a positive and partially significant influence between leadership on employee performance in Mustikasari Village, Bekasi City, South Tambun. This is evidenced by the results of the regression calculation, it is known that the significance value for the effect of X1 on Y is $0.001 < 0.05$ and the t-count value is $3.695 > t\text{-table } 2.036$, then the first hypothesis is accepted, that leadership has a positive effect on performance.

The Influence of the Work Environment on Employee Performance

The results of this study indicate that there is a positive and significant influence between the work environment on the performance of employees in the Mustikasari Village, Bekasi City, South Tambun. This is evidenced by the results of the regression calculation, it is known that the significance value is $0.000 < 0.05$, and the results of the partial test between the work environment (X2) on employee performance (Y) it is known that the t arithmetic value of 4.732 is greater than t table of 2.036 , so the second hypothesis is accepted.

The Influence of Leadership and Work Environment on Employee Performance

The results of this study indicate that the variables of leadership and work environment have a significant effect on employee performance in Mustikasari Village, Bekasi City. This is evidenced by the statistical results of the regression test, the significance value for the effect of X1 and X2 simultaneously on y is 0.000 , where the value is < 0.05 and in the f-test results the calculated f-value is $15.507 > F\text{table } 3.28$, so that it can be it is concluded that the third hypothesis is accepted which means that leadership and work environment simultaneously have a positive and significant effect on employee performance.

CONCLUSION

Based on the discussion of the results of the analysis that has been carried out, the following is a summary of some conclusions related to the formulation of the problem and hypothesis:

1. Leadership partially has a positive and significant effect on the performance of Mustikasari Village employees, Bekasi City. This is evidenced by the t arithmetic value of $3.695 > t\text{ table } 2.036$ and with a significance level of $0.001 < 0.05$.
2. The work environment partially has a positive and significant effect on the performance of Mustikasari Village employees, Bekasi City. This is evidenced by the value of t arithmetic $4.732 > t\text{ table } 2.036$ and with a significance level of $0.000 < 0.05$.
3. Leadership and work environment together (simultaneously) have a positive and significant effect on the performance of the employees of Mustikasari Village, Bekasi City. This is evidenced by the calculated f value of $15.507 > f\text{ table } 3.28$ and with a significance level of $0.000 < 0.05$. The ability of leadership and work environment factors affect employee performance by 0.492 or 49.2% as seen from the R-Square value.

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