

THE INFLUENCE OF LEADERSHIP STYLE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT PT. SPM JAKARTA

Wien dyahrini
Sinta kurniasari
Dais risnawati
Mohd haizam saudi

DOI: <https://doi.org/10.37178/ca-c.23.1.007>

Wien dyahrini
Email: wien.dyahrini@widyatama.ac.id

Sinta kurniasari
Dais risnawati
Mohd haizam saudi

ABSTRACT

PT SPM Jakarta is a company that works in the food business which in the last 2 years has shown indications of a decline in sales turnover. This can be seen from the comparison with the previous time, relating to performance has a very important role because performance is a form of the end result of the process of employees completing their duties. This study aims to determine the effect of leadership style and work environment on employee performance. The research method used is descriptive and verification. The population of this study were employees of PT SPM with a total population of 90 people. The sampling technique used is the saturated sample. The analytical method used is multiple linear regression analysis, and the coefficient of determination at a significant level of 5%. The results of the study explain that the leadership style variable is able to affect employee performance, other results explain that the work environment is able to affect employee performance, and simultaneously both affect employee performance.

Keywords: *Leadership Style, Work Environment, Employee Performance*

Business growth in the food or culinary and service sectors is still recorded as high growth in various countries. Indonesia's economic growth in 2019 is believed to continue to be excellent in the service sector, especially in the tourism industry sector which develops culinary tourism. In 2018 the Ministry of Industry [1, 2] said the service sector succeeded in contributing to the national gross domestic product (GDP) of 6.34%. The achievement of the Ministry of Industry increased by 0.23% from 2017 to 6.21%. Since last year the service industry has entered the top five largest contributors to GDP along with other industries such as the chemical industry, transportation equipment, textiles, and technology.

Because of the importance of human resources for the survival and progress of the company, companies must pay special attention to employee factors and it is natural that companies view human resources as more than just company assets but as partners in business. Along with the times and technological advances, every business actor has to do business development with various kinds of competition in all fields, as well as PT. SPM. Quality products made through a quality process will have a number of features that can increase consumer satisfaction with the use of these products. Since every consumer

will generally maximize utility in consuming the product, it is clear that high quality products at competitive price levels will be chosen by consumers. Likewise with PT. SPM Jakarta, human resources are of special concern, because the factor to achieve sales turnover is supporting resources, and the increase in sales turnover means that the business being run has increased which will encourage the company's goal to earn a profit. PT. SPM. obtained data that shows there is an indication of a decline in sales turnover. The decrease can be seen in the following table

Table 1

Sales Turnover Of PT SPM In Two Years

No.	Month	Year	
		2017	2018
1	January	45.800.000	43.000.000
2	February	47.500.000	44.250.000
3	March	46.150.000	44.950.000
4	April	50.150.000	43.750.000
5	Mei	52.560.000	45.000.000
6	June	54.970.000	47.320.000
7	July	45.500.000	42.100.000
8	August	48.100.000	45.450.000
9	September	48.320.000	43.200.000
10	October	47.300.000	44.370.000
11	November	49.600.000	42.067.000
12	December	51.900.000	45.750.000
	Total	587.700.000	531.207.000

Source: PT.SPM.

Based on table 1 that the sales turnover of PT.SPM. in 2017 amounted to Rp 587,700,000 and in 2108 PT.SPM. amounting to Rp.531,207,000, thus found a decrease in sales turnover of PT.SPM. which is a loss for the company. The researcher interviewed one of the customers that there was a decrease in service such as length of service, often wrong in providing food menus, lack of responsiveness of employees to consumer complaints, and low empathy and concern. The length of service expressed by customers indicates that employees at PT. SPM are less than optimal at work. Less able to complete work on time and increase the target of the work that is the task.

Table 2

Preparatory Survey about Leadership

NO	Dimension	Answer				
		Very Appropriate	Appropriate	Less Appropriate	Inappropriate	Very Inappropriate
1	Communication	20%	20%	45%	15%	0
2	Teamwork	25%	10%	55%	10%	0
3	Responsibility	10%	20%	40%	30%	0
4	Discipline	35%	20%	30%	19%	0
5	Accuracy	35%	35%	20%	10%	0

Source: The Result of Preparatory Survey

The survey results illustrate that the leadership at PT.SPM. not yet fully good, this can be seen from the leadership lack of communication with subordinates and lack of cooperation, leadership / superiors are less responsible for subordinates when there are problems so that employees are confused to make decisions.

The quality of service itself is actually influenced by many aspects, one of which is the work environment and the way it is organized [3-5]. Leadership as a driving factor that can result in better employee performance if good leadership can condition employees to be enthusiastic at work. And besides that there are also other factors that also influence the work environment.

Table 3

Preparatory Survey about Work Environment

No.	Dimension	Answer				
		Very Appropriate	Appropriate	Less Appropriate	Inappropriate	Very Inappropriate
1	Room Layout	20%	15%	40%	25%	0
2	Facility	25%	10%	45%	20%	0
3	Harmonious Relationship	40%	30%	20%	10%	0
4	Fairness at Work	35%	20%	40%	5%	0

Source: The Result of Preparatory Survey

From the data in table 3, it can be seen that the working environment conditions at PT. SPM Jakarta show that there are several dimensions that are still below the average, namely the layout of space and facilities. Inadequate working environment, and lack of communication with existing employee leaders will be demotivating, namely expressing themselves in the form of decreased performance, and furthermore it is also very possible for employees to leave the company. Improving leadership style can be done by always providing guidance, input to subordinates, being able to overcome any problems at work, and also having attitudes and responsibilities within the company. The results of previous research indicate that leadership has a significant positive effect on employee performance [6-9] And the results of the study indicate that the work environment contained in the agency can have a significant influence on employee performance[10]

Research conducted by [11] proves that leadership affects employee performance. In addition, leadership style and work environment also affect employee performance. This has been investigated by [12] the results of the studies above. To find out more, this study was taken to know more about the influence of leadership and work environment on employee performance with a sample of 90 people. Based on the explanations that have been presented previously, the researcher believes that it is necessary to conduct further research on this issue which is entitled "The Influence of Leadership Style and Work Environment on Employee Performance at PT. SPM Jakarta."

Problem Identification

After the phenomena in the research background are described, problem identification is then compiled based on deductive reasoning. Then, the essence of the research background includes preparatory survey results that show the low dimensions of communication, cooperation and responsibility; no communication between superiors and subordinates due to the busyness of their respective jobs; lack of responsibility and cooperation of the leaders to subordinates when there is a problem. The results of the pre-survey also show a low level of spatial and facility layout dimensions. The room is not large enough so that employees become bored when working, and the facilities are still not supportive enough.

Research Benefit

This research is expected to provide benefits for many parties. The benefits that are expected to be generated by conducting this research are: first, practical benefits—in the

form of input for internal PT.SPM Jakarta to improve employee performance through leadership and work environment. The second benefit is for academics to develop human resource management, especially leadership, work environment and employee performance.

LITERATURE REVIEW

Leadership Style

Leadership can be expressed as the ability possessed by a person to be able to influence, people or groups to accept that influence and then do something that can help achieve certain goals that have been set. According to [13] is the ability of a leader to influence others by provoking the growth of positive feelings in the people he leads to achieve the desired goals. Meanwhile, according to Terry George R in [14] leadership is an activity to influence people so that they want to achieve goals. In addition, according [15] leadership is an activity to influence the behavior of others, or art influences human behavior both individually and in groups. Based on these definitions, it can be concluded that leadership is an activity to influence others and change behavior to achieve common goals.

The leadership theory proposed by [15, 16] argues that a theory that seeks to identify the distinctive characteristics of leadership. Theories of leadership can be classified into three namely : a. trait approach this approach emphasizes the personal qualities of leaders.; b. behavioral personality approach There has been leadership stating the behavioral characteristics of leadership that seem to be associated with measures of performance effectiveness and c. the Situational Leadership Approach which states that the leader understands his behavior, the traits of his subordinates, and the situation.

Work Environment

A good work environment will have a positive impact on employees in improving their performance. Overcoming various distractions that can hinder his work will improve his performance. On the other hand, if there are disturbances in the execution of work, the employee will not carry out his duties properly and effectively.

The Definition of Work Environment

Here are some definitions from experts: [3] states that: A place where there are many groups in which there are several supporting facilities to achieve company goals following the company's vision and mission. [11, 13] states, "[f]actors outside of humans, both physical and non-physical in an organization. These physical factors include work equipment, workplace temperature, congestion and density, noise, workspace area. In contrast, non-physical includes relationships work formed in the organization between superiors and subordinates and between fellow employees. Based on several expert opinions, it can be concluded that the work environment is a force, both physical and non-physical, as well as situations, conditions, relationships with fellow employees or superiors and affect the workload that has been given.

Work Environment-Affecting Factors

If an appropriate environmental condition supports humans, they will conduct their activities well to achieve optimal results. An environmental condition is excellent or appropriate if humans can carry out their activities optimally, healthy, safe, and comfortable. Inconsistency in the work environment can be seen as a result in the long term. If a good environment is not created, the work will not run effectively and efficiently. Many factors influence the formation of a working environment condition. Performance is a reflection of the success or failure of an organization in managing employees and carrying out activities so that a predetermined goal can be achieved. Employee performance is the result of work achieved by a person in carrying out the tasks assigned to him and includes employee work discipline and employee work behavior. Employee work discipline consists of compliance with work instructions and obeying the rules and regulations that apply whether there is a supervisor or not. In addition, employee attendance and compliance with working hours, equipment use and maintenance, and possible support of office activities running smoothly are also required. Meanwhile,

employee work behavior consists of several aspects of employee work behavior, namely service orientation, integrity, commitment, cooperation and leadership.

Employee Performance

An employee's performance is an individual thing because each employee has a different level of ability in doing their job. The management can measure employees for their performance based on the performance of each employee. Performance is an action, not an event. The action itself is made up of many components and is not a result that can be seen at a moment's notice. Performance depends on a combination of ability, effort, and opportunity.

Based on the information above, it can also be interpreted that performance is all the results produced in a specific job function or activity during a specific period. Overall performance on the job equals the sum or average of performance on essential job functions. Functions related to the job will be performed and not performed with individual performance characteristics. The opinion above is supported by [17, 18] statement that high performance can be achieved because of the high mutual trust among its members. This means that members trust the integrity, characteristics, and abilities of each other. To achieve high performance takes a long time to build, requires trust, and demands careful attention from management.

Performance-Affecting Factors

According to Mathis and Jackson, cited by [19] the factors that influence performance are ability, motivation, received support, completed work and the relationship between employees and the organization. Meanwhile, according to Dale, quoted by [20, 21] the factors that can affect performance consist of internal factors and external factors. Internal factors are factors associated with a person's characteristics, one of which is work discipline. In addition, external factors affect a person's performance originating from the work environment, such as the behavior, attitudes, and actions of colleagues, subordinates or leaders, work facilities, and organizational climate.

Relationship among Variables

a. The influence of leadership on performance is stated in the personnel journal at the Education Department of Bandung.[20] states that leadership and work environment positively affect employee performance. Research conducted by [22] shows the effect of compensation and work environment on employee performance at CV Roda Jati Karang.

b. The effect of compensation and work environment on employee performance states that there is a significant and simultaneous influence in using independent variables consisting of compensation and work environment variables on employee performance at CV Roda Jati Karang. However, partially the work environment does not affect performance.

c. Another study, The Effect of the Work Environment on Employee Performance at PT Perusahaan Gas Negara Tbk SBU Distribution Region I Jakarta by [23, 24](A.Aji Tri Budiarto, 2016), states that the work environment contained in the agency can have a significant influence on employee performance. In addition, leadership can have a significant influence on employee performance.

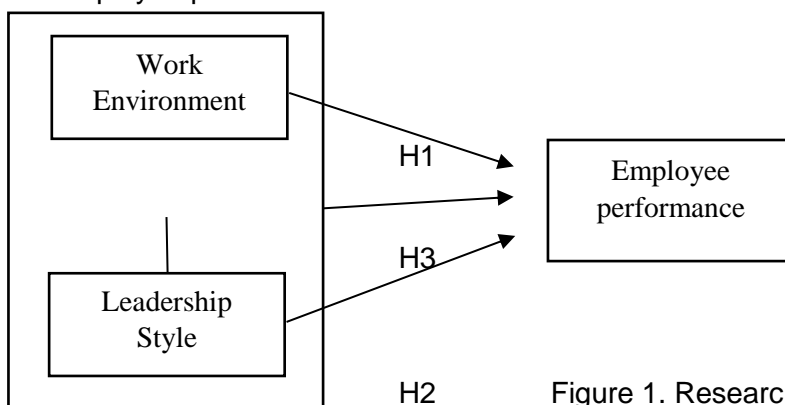


Figure 1. Research Framework

RESEARCH METHODOLOGY

Research Object

According to [14, 25] the research object is the variable studied by the researcher where the research was conducted. In this study, the object of research is PT. SPM, which is located on Sisingamangaraja street, Jakarta. Where the variables of leadership style , work environment , and employee performance..

Population and Sample

The population in this study were employees of PT. SPM, which amounted to 90 people, and the number of samples was 90 people. However, to make the results more accurate, they were rounded to 90. The selection of this sample was based on calculations using the saturated sampling formula. In this study, the data source in the form of primary data is through a questionnaire. In addition, secondary data was obtained from the company in the form of organizational structure, background information for research purposes.

RESULTS AND DISCUSSION

PT. SPM, a company headquartered in Jakarta, has proliferated, which can be seen from the number of workers and sales volume. The company's main activities include sales, food and beverage, culinary and catering products whose operations cover Jakarta and its surroundings.

Results

Taking into account the calculation of the existing questionnaire obtained the following results:

Table 4

Respondent Profile

Respondent Profile		Percentage
Sex	Male	68%
	Female	32%
Age	Less than 20 years old	62%
	Less than 21 to 50 years old	38%
Education	Junior High School	30%
	Senior High School	42%
	College & University	28
Total Sample	90	100%

Source: Processed data, 2020

The results in the table above show that the respondents' results are as follows:

Male respondents have a percentage of 68%, and female respondents have a percentage of 32%.

- 2. Less than 20 years old 62% and Less than 21 to 50 years old 38 %

Reliability Test

Table 5

Reliability Test

Variable	Cronbach's Alpha	Total Item	Judgement
Work Environment	0.820	8	Reliable
Leadership Style	0.773	9	Reliable
Employee Performance	0.864		Reliable

Source: Processed data, 2020

A reliability test can show that the extent to which a measuring instrument is reliable. In table 5 it can be stated that the data through the collected instruments that leadership style affects and employee performance. This is proven by being reliable because Cronbach's alpha value of each variable is more significant than 0.60.

Normality Test

The variables in the study were very significant and normally distributed at an error rate of 5%. In addition, a significant level was obtained for the above variables = 0.05 (0.200 > 0.05). The results of the data normality test show that the data used is normal

Multicollinearity Test

Table 6

Multicollinearity Test

Coefficients ^a			
	Model	Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Leadership Style	.727	1.249
	Work Environment	.725	1.247

a. Dependent Variable: Employee Performance

Source: Processed data, 2020

From the data results in table above, it is known that the Tolerance value of the variable is above 0.1, and the VIF value is below 10. This shows that there is no problem with multicollinearity.

Heteroscedasticity Test

Table 7

Heteroscedasticity Test

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.148	.053		2.405		
	Leadership Style	.415	.208	.380	3.153	.078	.727
	Work Environment	.276	.121	.177	4.264	.062	.725

a. Dependent Variable: RES2

Source: Processed data, 2020

From table 7 obtained all independent variables do not occur heteroscedasticity, meaning all meet the requirements.

Multiple Linear Regression Test

In this study the linear regression equation is $Y=0.218 + 0.568X_1 + 0.352X_2$ *Table 8*

Multiple Linear Regression Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.218	.239		3.049	
	Leadership Style	.568	.270	.543	5.372	.017
	Work Environment	.352	.139	.323	4.200	.023

a. Dependent Variable: Employee Performance

Source: Processed data, 2020

Model interpretation: All variables meet the constants of $a=0,218$; b_1 leadership style coefficient is 0.568 and work environment coefficient b_2 is 0.352. This means that if the leadership style increases, the work environment increases, the employee's performance will increase.

Analysis of correlation coefficient and determination

Table 9

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.640 ^a	.409	.412	.206192

a. Predictors: (Constant), Work Environment, Leadership Style

b. Dependent Variable: Employee Performance

To see the influence of leadership style and work environment used coefficient of determination

Table 10

Analysis of the Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.640 ^a	.409	.412	.206192

a. Predictors: (Constant), Work Environment, Leadership Style

b. Dependent Variable: Employee Performance

Source: SPSS Output Results

To see the magnitude of the influence of leadership style and work environment can be obtained from the coefficient of determination at PT SPM Jakarta. Considering table 10, it is stated that the influence of the work environment and leadership style on employee performance has a contribution of 40.9% while the remaining 59.1% is influenced by other factors.

Hypothesis Test Results

The following table shows the results of hypothesis testing

Table 11

Simultaneous Hypothesis Test Results (Test F)

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11,2353 .000	2	3,815		4,710b
	Residual	2355	54	.173		
	Total	7065	56			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Work Environment, Leadership Style						

From table 11, it is known that H1 is accepted and Ho is rejected, because the calculated F value is 11.235 which is greater than F table 3.16, it is stated that together the leadership style and work environment affect employee performance of PT. SPM Jakarta employees.

CONCLUSION

Based on the results of the discussion that has been carried out, the regression value is $Y=0.218 + 0.568X_1 + 0.352X_2$, with a correlation coefficient of determination r of 0.409. It can be stated that leadership style and work environment have a positive effect of 40.9% on employee performance and the rest is influenced by other factors not examined. The consequence is that from the results of these calculations, H1 is accepted and Ho is rejected.

Acknowledgement

The utmost gratitude is given to the leaders of PT. SPM and its staff and employees for the support they have provided and the assistance in collecting the needed data in this research.

References

1. Koesmono, H.T., *The influence of leadership and task demands on organizational commitment with moderating variables of Surabaya private hospital nurses' motivation*. Jurnal Manajemen dan Kewirausahaan (Journal of Management and Entrepreneurship), 2007. **9**(1): p. 30-40.
2. Mojtabavi, L. and A. Razavi, *THE EFFECTS OF ADDITION OF COPPER ON THE STRUCTURE AND ANTIBACTERIAL PROPERTIES OF BIOMEDICAL GLASSES*. EUROPEAN CHEMICAL BULLETIN, 2020. **9**(1): p. 1-5.
3. Sedarmayanti, H., *Human Resource Management; Bureaucratic Reform and Civil Service Management*. Vol. 23. 2018: Reflika Aditama.
4. Xie, Y., et al., *Leadership style and innovation atmosphere in enterprises: An empirical study*. Technological Forecasting and Social Change, 2018. **135**: p. 257-265 DOI: <https://doi.org/10.1016/j.techfore.2018.05.017>.
5. Nguyen, H.A.T., *Banking Development, Economic Growth and Energy Consumption in Vietnam*. International Journal of Energy Economics and Policy, 2021. **11**(1): p. 632.
6. Sekaran, U. and R. Bougie, *Research Methods For Business_Skills Development Approach Book 2*. 2017. **5**: p. 534-567.
7. Sharma, S. and M. Taneja, *The effect of training on employee performance*. International Journal of Recent Technology and Engineering, 2018. **7**(4): p. 6-13.
8. Yakupogullari, A. and S.Y. Guder, *The Role of Parents' Empathic Tendencies in Children Value Acquisition*. Eurasian Journal of Educational Research, 2020. **20**(86): p. 223-248 DOI: <https://doi.org/10.14689/ejer.2020.86.11>.

9. Shtamburg, V.G., et al., *NUCLEOPHILIC SUBSTITUTION IN N-ALKOXY-N-CHLOROCARBAMATES AS A WAY TO N-ALKOXY-N', N', N'-TRIMETHYLHYDRAZINIUM CHLORIDES*. EUROPEAN CHEMICAL BULLETIN, 2020. **9**(1): p. 28-32 DOI: <https://doi.org/10.17628/ecb.2020.9.28-32>.
10. Athallah Nurhanto, A., *Implementation of Compensation, Organizational Culture, and Leadership Style on Employee Loyalty*. 2020. **3**(2).
11. Suliyanto, S.E. and S. Mm, *Quantitative Research Methods*. 2017. **4**(3).
12. Snell, S., G.W. Bohlander, and G. Bohlander, *Principles of human resource management*. Vol. 9. 2010: South-Western Cengage Learning.
13. Suyadi, P., *Human Resource Management Employee Performance Policy*. Yogyakarta: BPFE, 2008. **42**(7): p. 234-254.
14. Kim, Y.-M., S.-J. Seo, and J.-K. Lee, *Relation between University Life Adaptation and Future Aspiration of Art Majoring University Students*. Indian Journal of Science and Technology, 2016. **9**(25) DOI: <https://doi.org/10.17485/ijst/2016/v9i25/97203>.
15. Miftah, T., *Leadership in Management A Behavioral Approach*. Jakarta: Rajawali Pers, 2001. **32**(3).
16. Rivai, V., and *EJ Sagala*. 2009. *Manajemen Sumber Daya Manusia Untuk Perusahaan*. Edisi Kedua. Jakarta: PT Raja Grafindo Persada. **16**(2): p. 435-456.
17. Barst, R. and M. McGoon, *Arikunto, Suharsimi*. 2010. *Research Procedure: A Practical Approach*. Jakarta: Rineka Cipta Badesch, D., Barst, R., Delcroix, M., McLaughlin., Olschewski, H., Sitbon, O V. and Vizza, C. 2004. *Prostanoid therapy for pulmonary arterial hypertension*. *Journal of the American College of Cardiology*; **43** (12): 56. *Cardiology*, 2003. **41**(12): p. 2119-2125 DOI: <https://doi.org/10.1016/j.jacc.2004.02.036>.
18. Busro, M., *Human resource management theories*. Vol. 13. 2018: Prenada Media.
19. Choudhary, N., et al., *Employee job performance: The interplay of leaders' emotion management ability and employee perception of job characteristics*. *Journal of Management Development*, 2017. **14**(2): p. 645-675 DOI: <https://doi.org/10.1108/JMD-10-2016-0195>.
20. Essa, E.B. and A. Alattari, *The Relationship Between Followership Styles and Leadership Styles*. *Research in Educational Administration and Leadership*, 2019. **4**(2): p. 407-449 DOI: <https://doi.org/10.30828/real/2019.2.7>.
21. Manullang, M., *Manajemen Personalia Edisi 3*. Yogyakarta: BPEE, 2001. **2**(2).
22. Fitriyana, L.N., *The Influence of Organizational Culture on Work Discipline on Members of the Police of the North Purwokerto Sector, Banyumas Police*. 2017. **8**.
23. Gandolfi, F. and S. Stone, *Leadership, leadership styles, and servant leadership*. *Journal of Management Research*, 2018. **18**(4): p. 261-269.
24. Istianingsih, N., A. Masnun, and W. Pratiwi, *Managerial performance models through decision making and emotional intelligence in public sector*. *Administratie si Management Public*, 2020. **3**(35): p. 153-166.
25. Jamaludin, A., *The influence of leadership style on employee performance at PT. Kaho Indahcitra Garment Jakarta*. *JABE (Journal of Applied Business and Economic)*, 2017. **3**(3): p. 161-169.