

THE INFLUENCE OF LEADERSHIP STYLE AND WORK ENVIRONMENT ON THE PERFORMANCE OF PT.BUKALAPAK.COM Tbk EMPLOYEES

Davina Luthfiyya Rivalda
FitraUli Albany
Indriani Setyawan
Lady Puspita
Rheina Fatmah Fauziah
Anton Budi Santoso, S.AB., M.M

DOI: <https://doi.org/10.37178/ca-c.23.1.029>

Davina Luthfiyya Rivalda, UniversitasWidyatama, Bandung, Indonesia
Email: davina.rivalda@widyatama.ac.id

FitraUli Albany, UniversitasWidyatama, Bandung, Indonesia
Email: fitra.uli@widyatama.ac.id

Indriani Setyawan, UniversitasWidyatama, Bandung, Indonesia
Email: indriani.setyawan@widyatama.ac.id

Lady Puspita, UniversitasWidyatama, Bandung, Indonesia
Email: lady.puspita@widyatama.ac.id,

Rheina Fatmah Fauziah, UniversitasWidyatama, Bandung, Indonesia
Email: rheina.fauziah@widyatama.ac.id

Anton Budi Santoso, S.AB., M.M, UniversitasWidyatama, Bandung, Indonesia
Email: anton.budi@widyatama.ac.id

ABSTRACT

This study was conducted to determine how much influence of leadership style and work environment on employee performance at PT.Bukalapak.com. The population in this study is the total employees of PT.Bukapak.com which numbered 100 people with the total sample taken, which is 33 people. The research method used is a quantitative method. Meanwhile, for the data processing and analysis techniques used, it is a linear regression analysis method that can be calculated using the SPSS version 25.0 assistance program. Based on the results of the research and discussions that have been examined, it can be concluded that leadership style and work environment have a significant influence on employee performance variables. Thus, it is concluded that if there is a good leadership style and a comfortable work environment, then the work results assigned by the employees will be better and the company or organization can achieve the set goals. But if the work environment and leadership style is not good, but the work results portrayed by the employees will be worse.

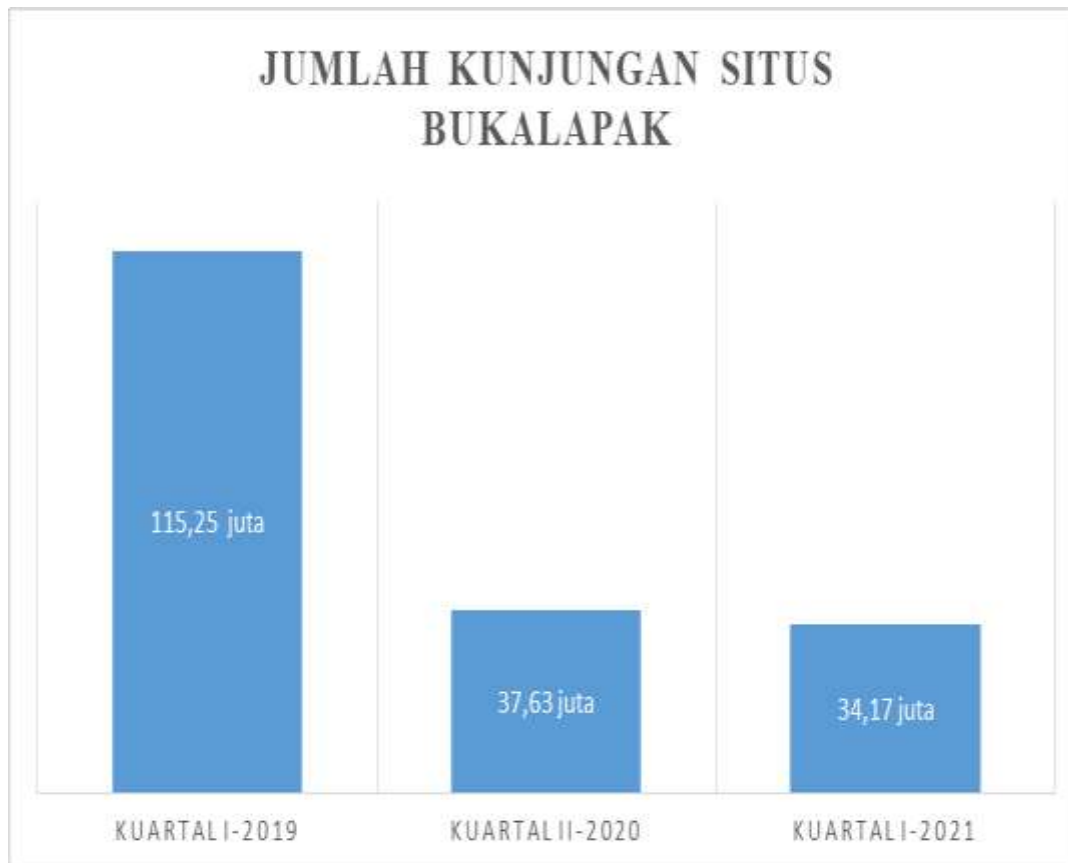
Keyword: Employee Performance, Leadership Style and Work Environment

INTRODUCTION

Human resources are one that is essential for an organization or company. Human resources (HR) are individuals who work as drivers of an organization or company and function

as assets that need to be trained and developed. Companies desperately need competent and quality human resources, especially in today's era of increasing inter-company competitiveness. Though the company has a complete working facility, the capital is the largest but if the company is not supported with human resources it can be useful for the company to grow and maintain the sustainability of the efforts undertaken now or in the future. To create quality human resources a company needs to have leaders who can guide employees so that they can achieve the goals that the company has set.

Bukalapak is a company that was founded in 2010 in the field of E-Commerce that has become famous in Indonesia as a means of buying and selling from consumer to consumer until everyone can sell goods through their online store. Bukalapak has a program to facilitate SMEs in Indonesia to facilitate SMEs in selling their products without having to go offline.



Picture 1

Number of Buklapak Site Visits
Source: trenasia.com 2021

From three consecutive years of data, Bukalapak experienced a consistent decrease in the number of monthly visits. Bukalapak has an easy and reliable online buying and selling slogan because bukhalapak gives a 100 percent money back guarantee if the goods are not delivered by the shipper. The vision of this company is to be the number 1 online market in Indonesia.

Leadership style and work environment can be factors that have an impact on employee performance. What is meant by leadership style is a set of characteristics that leaders influence subordinates so that organizational goals can be achieved or can be called leadership style is a pattern of behavior and strategies preferred and often practiced by a leader [1]. According to Robert House as followed by [1, 2] stated that there are four classifications of Path Goal leadership, namely direct leadership style, supportive leadership style, participatory leadership style, and task-oriented leadership style. This theory was developed by Robert House as quoted by [3], stating that each leader uses a leadership style that depends on the situation: 1) Leadership Directive, Leaders give specific advice to the group and enforce basic rules. 2)

Supportive Leadership, There is a good relationship between leaders and groups and provide sensitivity to the needs of members. 3) Participatory Leadership, Leaders make decisions based on consultation with the group, and share information with the group. 4) Leadership Orientation, Achievement Leaders encourage members in their goals, and encourage high performance, by showing confidence in the abilities of the group.

Some indicators that can produce qualified employees, including [4] Decision Making Ability, a systematic approach to the nature of the alternatives faced and actions that according to the calculation is the most appropriate action. 2) Motivating, the ability to encourage oneself to perform positive skills or skills in order to achieve predefined goals that are their responsibility and fulfill their obligations, in order to achieve the goals and objectives of the organization that have been determined in advance. Communication skills, skills or ability to convey messages, ideas, or thoughts to others with the aim of being able to understand the intent well, orally or in writing. 4). The ability to influence its members to do the work for which it is responsible. 5) Responsibility, a leader must have responsibility for something that is his obligation and responsible for his leadership as a whole. 6) The ability to control emotions, the better a person's ability to control emotions, the easier it is to achieve happiness. The explanation of the work environment is the things that protect the workers that can make them perform tasks like temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and inadequate work equipment [5]. Broadly speaking, the type of work environment is divided into two, namely [6]:

The physical work environment is the condition of the physical working state and affects directly and indirectly. The physical work environment is divided into two categories; a. Chairs, computers, etc. that are directly related to employees. b. The work environment can affect the human condition such as the air temperature of the work room, humidity, circulation, etc. 2. In order to reduce the impact of the physical environment on employees, it is first necessary to study human beings, about their physicality and behavior, and then use them as a basis for thinking about the appropriate physical environment. While the Non -Physical Work Environment is a situation where the working relationship with co -workers and subordinates. Companies must be able to describe conditions that support employment among superiors, subordinates or those with similar status. The conditions created are a family atmosphere, good communication and self - control [7], so this non -physical work environment is also a group of work environments that

can not be done. Several indicators of work environment can provide comfort to employees, among them [8]. Workplace building workplace building in addition to attractive to look at, should also consider work safety so that employees feel comfortable and convenient while doing work. 2). Work equipment, equipment that is very necessary for employees to facilitate tasks and work. 3) Facilities, are an important part of supporting the activities of employees in the company. 4). By means of transport, the availability of means of transport will make it easier for employees to work on time. Meanwhile, employee performance suggests that performance is an achievement that a strategic company has achieved, but can achieve specific goals related to individual roles and/or according to criteria determined relevant to the company [9]. Some performance indicators employees used to measure performance outcomes, among others [10] Quality (quality), is the level at which the process or result of the completion of an activity approaches the point of perfection. The more perfect a product, the better the performance can be, but also if the quality of the work produced is low and the performance is also low. 2) Quantity (amount), to measure performance can also be done by looking at the quantity (amount) done by each person. 3) Time (period of time), for a particular type of work is given a time limit to complete the work. This means that there are minimum and maximum work deadlines that must be met. 4) Cooperation between employees, performance is often associated with cooperation between employees and between leaders. This relationship is often also referred to as an interpersonal relationship.

In this relationship it is measured whether employees are able to develop feelings of mutual respect, goodwill and cooperation between one employee and other employees. 5) Emphasis on costs, the costs provided for each activity of the company are estimated before the activities are undertaken. This means that the cost that has been budgeted is a reference so as not to exceed what has been budgeted. 6) Supervision, by the act of supervising the employee will be

more responsible for his work and if it happens it will make it easier to make corrections and make improvements quickly.

Previous research has suggested that physical and non-physical work environment have an impact on employee performance [11]. In addition, the results of previous research also suggest that performance can enhance a directive, supportive, participatory leadership style [12].

RESEARCH METHODS

In this study, the research method used is quantitative research method. Quantitative research is a number or number that has been determined so that it can be concatenated and facilitated reading, and examines the researcher to make an understanding [1]. In this research, there are three variables that are examined, namely the leadership style variable (X1) and work environment (X2) as an independent variable and employee performance variable (Y) as a dependent variable. This study aims to determine the relationship between these variables.

The population in this study is the total employees of PT.Bukapak.com which numbered 100 people with the total sample taken, which is 33 people. The sampling technique used is a simple random sampling method (simple random sampling) is a sampling technique that gives the same opportunity or opportunity to each element or population selected as a sample [13].

The data collection technique used in this study, is from the division of questionnaires. Questionnaire is a data collection technique that is done by giving a set of written questions to the respondents to be answered either directly or through post or internet. The distribution of questionnaires was distributed to company employees as respondents, collecting data obtained through a literature study conducted by reading, studying, and understanding compulsory books (literature) and other references.

Meanwhile, for the data processing and analysis techniques used, it is a linear regression analysis method that can be calculated using the SPSS version 25.0 assistance program. There is a need for data that can be processed and analyzed further with the intention that the data that has been collected can have useful meaning, especially to solve the problem under study.

RESULTS AND DISCUSSION

Data Processing Results

Multiple Linear Regression Analysis

To determine the influence or influence of leadership style variable and work environment as independent variable (X) on employee performance variable as dependent variable (Y), but the method used is linear regression analysis method of statistical analysis performed using SPSS program software version 25.0 based on the results of the data in table 1 it is understood that the linear regression equation model occurs as follows:

Relationships between Variables Simultaneously

Table 1

Multiple Linear Regression Results Employee Performance Improvement through Leadership Style and the Work Environment

Model	R	R Square	Adjusted R Square	S.E of the Estimate	Change Statistics					Durban Watson
					R Square Change	F change	Df1	Df2	Sig. F Change	
1	.695	.482	.448	2.946	.482	13.978	2	30	.000	1.369

In the Model Summary Table it can be found that the collective influences are:

a. The effect of Leadership Style and Work Environment on Employee Performance is 0.695 or 0.48 / 48.2% with a strong relationship interpretation.

Guidelines for the interpretation of the coefficient of determination (level of influence) can be seen in the following Interpretation Table, namely

Value Determination Coefficient Interpretation

Table 2

Value of Coefficient of Determination	Strength Level
82% - 100%	The influence is very strong
49% - 81%	Strong influence
17% - 48%	The influence is less strong
5% - 16%	The effect is not strong
0% - 4%	The influence is very strong

Tabel 2

Descriptive Statistics

	Mean	Std. deviation	N
Employee Performance	39.03	3.965	33
Leadership Style	30.0341.94	2.468	33
Work Environment		4.468	33

Source: Data Processing Results, 2021

Table 3

Coefficients

Model	R	R Square	Adjusted R Square	S.E of the Estimate	Change Statistics					Durban Watson
					R Square Change	F change	Df1	Df2	Sig. F Change	
1	.695	.482	.448	2.946	.482	13.978	2	30	.000	1.369

Source: Data Processing Results, 2021

Analysis:

Because Std. Error of the Estimate in the table model summary is smaller than Std. The deviations in the descriptive Statistics table, can be called the regression equation accurately.

Hypothesis Testing

Hypothesis is a temporary answer to the formulation of a research problem, while the formulation of a research problem has been described in question sentences [14]. The main hypothesis in this study is that leadership style and work environment have an impact on better

employee performance. The next step in finding out whether or not a hypothesis has been established is true is by testing the hypothesis aimed at finding answers about whether the hypothesis can be accepted or rejected, when the tester was done by determining the critical value in (α), with a value of p a smaller value compared to the level of α used (equal to 0.05).

Table 4

ANOVA

Model		Sum of square	df	Mean Square	F	Sig.
1	Regression	242.613	2	121.306	13.306	.000
	Residual	260.357	30	8.679		
	Total	502.970	32			

Source: Data Processing Results, 2021

Based on the table above, the value of F is obtained as 13,978. Whereas, the rejection criterion H_0 , if: F_{count} is greater than F_{table} or $F_0 > F_{\alpha, n-1}$, with a significance level (α) of 5%, from the distribution table F obtained $F_{table} = 3.33$. Because 13,978 is greater than 3.33 and sig F to 0,000 then H_0 is rejected. This means that the table above can explain that Leadership Style and Work Environment can significantly affect Employee Performance.

Tabel 5

Regression

Model	Unstandardized Coefficient		Unstandardized			Correlation			Collinearity Statistics	
	B	S.E	Beta	T	Sig.	Zero Order	Partial	Part	Tolerance	VIF
	Constant	8.613	7.370		1.169	.252				
	Leadership	.252	.213	.157	1.180	.247	.249	.155	.980	1.020
	Work Environments	.545	.110	.655	4.936	.000	.677	.669	.980	1.020

Source: Data Processing Results, 2021

The Regression equation in the calculation of this river is:

$$Y = + b_1. 1 + b_2. 2$$

$$Y = 8.613 + 0.252. x_1 + 0.545. 2$$

Coefficient of Determination (R²)

Coefficient of Determination (R²) is a measure intended to determine the extent to which a research model can describe the variation of an independent variable that has a coefficient of determination value between 0 and 1. The data that can be seen in the table, is that your determination value found in this study is 0.482 which means that 48.2% of better employee work results can be determined by the work environment and leadership style pursued by the company. With a good work environment and a better leadership style, the work results that employees provide to the company while performing their duties. Because of this, it is suggested that the third variable found is related to the others.

Table 6

Coefficients

Model	R	R Square	Adjusted R Square	Std. E of the Estimate
1	.695	.482	.448	2.94594

Source: Data Processing Results, 2021

Table 7

Partial Influence between Variables

		Employees Performance	Leadership Style	Work Environment
Pearson Correlation	Employees Performance	1.000	.249	.677
	Leadership Style	.249	1.000	.141
	Work Environment	.677	.141	1.000
Sig. (1-Tailed)	Employees Performance	.000	.081	.000
	Leadership Style	.081		.217
	Work Environment	.000	.217	.000
N	Employees Performance	33	33	33
	Leadership Style	33	33	33
	Work Environment	33	33	33

Source: Data Processing Results, 2021

Based on the Correlation Table, it is found that the partial effect is:

The effect of the Leadership Style Variable has a significant effect on the Employee Performance Variable by 0.249 or 0.062 / 6.2%.

The effect of the Work Environment Variable partially has a significant effect on the Employee Performance Variable which is 0.677 or 0.458 / 45.8%.

Discussion

Based on the results of calculation and data processing that we tested, it is known that the variable of leadership style and work environment as an independent variable (X) has a significant effect on employee performance variable with a dependent variable (Y). Employees through leadership style and work environment. This is caused because there are relationships with employees and leaders, which can affect performance in a company or organization. But if the company or organization has no relationship with employees or leaders, but the results of the work will be worse. Where there is employee dissatisfaction with the influence of leadership style and the work environment. What is meant by leadership style is an important factor in providing guidance to employees, especially when WFH is in the current pandemic where all employees need direction and guidance. If the employee is able to show good work results, the

employee is able to receive the feedback and direction that the leader has given. In addition to the pandemic period that devastated WFH, companies need to monitor the work environment as it has an impact on employee performance. The work environment is important to consider, so that employees feel comfortable and employees can produce good performance. Conclusions consistent with the results of this study indicate the presence of other variables examined, one of which is the study conducted by [15] who stated that leadership style and work environment simultaneously have an impact on employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research and discussion, it can be concluded that leadership style (X1) and work environment (X2) have a significant influence on the employee performance variable (Y). While the performance of the employees, there is a significant influence between leadership style variables and work environment on employee performance variables.

Suggestions

Based on the above definition, this study still has the advantages that can be proposed namely

1. For Bukalapak, according to the results of the research, we hope to improve the working relationship between employees and also by working hard so that employees can work comfortably.
2. According to the researchers, it is necessary to conduct further research using other variables, such as compensation, work motivation, work discipline, which can affect employee performance.

REFERENCE

1. Sari, F., I.K.R. Sudiarditha, and D. Susita, *Organizational Culture and Leadership Style on Employee Performance: Its Effect through Job Satisfaction*. The International Journal of Social Sciences World (TIJOSSW), 2021. **3**(2): p. 98-113.
2. Wakabi, B.M., *Leadership style and staff retention in organizations*. International Journal of Science and Research, 2016. **5**(1): p. 412-416. DOI: <https://doi.org/10.21275/v5i1.NOV152642>.
3. House, R.J., *Path-goal theory of leadership: Lessons, legacy, and a reformulated theory*. The leadership quarterly, 1996. **7**(3): p. 323-352. DOI: [https://doi.org/10.1016/S1048-9843\(96\)90024-7](https://doi.org/10.1016/S1048-9843(96)90024-7).
4. Berman, E., J. Bound, and Z. Griliches, *Changes in the demand for skilled labor within US manufacturing: evidence from the annual survey of manufactures*. The quarterly journal of economics, 1994. **109**(2): p. 367-397. DOI: <https://doi.org/10.2307/2118467>.
5. Vischer, J.C., *The concept of workplace performance and its value to managers*. California management review, 2007. **49**(2): p. 62-79. DOI: <https://doi.org/10.2307/41166383>.
6. Hoffman, P., L. Meteyard, and K. Patterson, *Broadly speaking: Vocabulary in semantic dementia shifts towards general, semantically diverse words*. Cortex, 2014. **55**: p. 30-42. DOI: <https://doi.org/10.1016/j.cortex.2012.11.004>.
7. Bialoskurski, M.M., C.L. Cox, and R.D. Wiggins, *The relationship between maternal needs and priorities in a neonatal intensive care environment*. Journal of advanced nursing, 2002. **37**(1): p. 62-69. DOI: <https://doi.org/10.1046/j.1365-2648.2002.02057.x>.
8. Vanesa, Y.Y., et al., *The Influence Of Organizational Culture, Work Environment And Work Motivation On Employee Discipline In PT Jasa Marga (Persero) TBK, Medan Branch, North Sumatra, Indonesia*. American International Journal of Business Management (AIJBM), 2019: p. 37-45.
9. Bhagwat, R. and M.K. Sharma, *Performance measurement of supply chain management: A balanced scorecard approach*. Computers & industrial engineering, 2007. **53**(1): p. 43-62. DOI: <https://doi.org/10.1016/j.cie.2007.04.001>.
10. Bratti, M., et al., *Higher education outcomes, graduate employment and university performance indicators*. Journal of the Royal Statistical Society: Series A (Statistics in Society), 2004. **167**(3): p. 475-496. DOI: <https://doi.org/10.1111/j.1467-985X.2004.0apm1.x>.
11. Muhammad, S.W.E. and E.N. Hamdani, *The Influence of the Work Environment on the Performance of Bukalapak's Employees*. J. Manag. Bus. Rev, 2021. **18**(2).
12. Banjarnahor, H., et al., *Job Satisfaction as a Mediator between Directive and Participatory Leadership Styles*

- toward Organizational Commitment*. International Journal of Instruction, 2018. **11**(4): p. 869-888.DOI: <https://doi.org/10.12973/iji.2018.11455a>.
13. Bhardwaj, P., *Types of sampling in research*. Journal of the Practice of Cardiovascular Sciences, 2019. **5**(3): p. 157.DOI: https://doi.org/10.4103/jpcs.jpcs_62_19.
 14. Yusup, M., R.S. Naufal, and M. Hardini, *Management of utilizing data analysis and hypothesis testing in improving the quality of research reports*. Aptisi Transactions on Management (ATM), 2018. **2**(2): p. 159-167.DOI: <https://doi.org/10.33050/atm.v2i2.789>.
 15. Alam, S., et al., *Influence of Leadership Style and Work Motivation on Employee Performance*. Point Of View Research Management, 2021. **2**(2): p. 123-131.