THE ROLE OF LEADERSHIP STYLE, WORKING ENVIRONMENT, EMPLOYEE MOTIVATION TO EMPLOYEE PERFORMANCE

(Case Study On Employees Division of Administration and Filing Bureau of the Indonesian Institute of Sciences Publication)

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ABSTRACT

This study aims to examine and analyze the influence of leadership style, work environment, work motivation partially and simultaneously on employee performance of the administration and filing public agency LIPI. The population in this study are employees. The sampling technique is a saturation sampling, which took the entire sample of 40 respondents. The research method using multiple linear regression analysis. R Square (R^2) or square of R, shows the determinant coefficient. Adjusted R Square shows 0.262 means that 26.2% of the value of employee performance is influenced by variables Leadership Style Work Environment, Work Motivation. While the remaining 73.8% (100% - 26.2%) is influenced by other variables outside of this study. Multiple linear regression equation formed $0,013X_1$ $Y = 7.818 + 0.126 + 0,298X_2 + X_3$. Results of research and hypotheses indicate that the Leadership Style, Work Environment, Work Motivation simultaneously significantly influence employee performance. Only partially Environments significant effect on the performance of employees, while the leadership style and work motivation no significant influence on employee performance. The conclusions drawn from the research is the work environment influence on employee performance.

Keywords: Leaderships Style, Working Environment, Working Motivation, Employee Perfomance

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1. INTRODUCTION

The Indonesian Institute of Sciences, currently participates in the professional civil servant development program (PNS) which is one of the national agenda in utilizing the government apparatus. Professional civil servants are expected to support the smooth implementation of the

tasks of governance and development. In line with the demands of the professionalism of the government apparatus, the role of regional civil service bodies in selecting, selecting, training and placing becomes very important. But now the public perception of the professionalism of government employees is still low. The quality of public services in Indonesia is still far from expectations. So in realizing the service excellence in the government apparatus is the need to do training, improve policies that can encourage employee motivation in realizing quality services, and satisfaction on employees.

1.1. Research Limitation

1. The research focused on the influence of Leadership Style on Employee Performance Division of Administration and Archives of LIPI General Bureau

2. The research focused on the influence of Work Environment on Employee Performance of Administration and Archives of LIPI Public Bureau

3. Research focused on the influence of Work Motivation on Employee Performance Division of Administration and Archives of LIPI General Bureau

4. The research was conducted in the administrative and archiving division of the General Bureau of LIPI.

1.2 Hypothesis

For the testing of factors (independent variables such as Leadership Style (X1), Working Environment (X2), Work Motivation (X3) affecting consumer satisfaction hence required hypothesis in this research as follows:
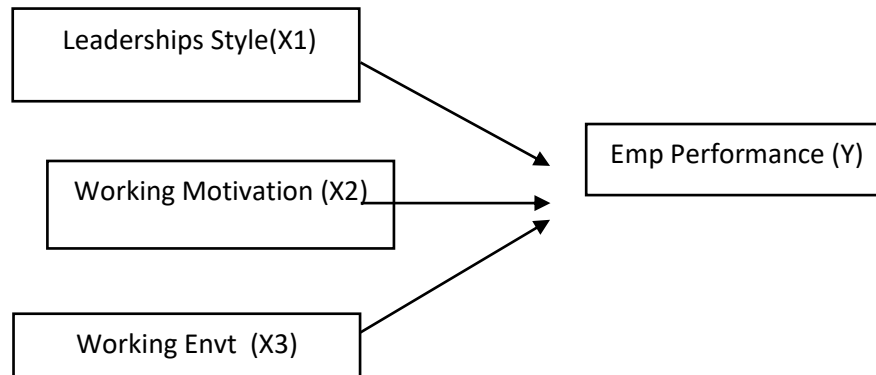
H1: Leadership style has a positive influence on Employee Performance

H2: The Work Environment has a positive effect on Employee Performance

H3: Work Motivation has a positive influence on Employee Performance

H4: Leadership Style, Work Environment, Work Motivation has a positive influence on Employee Performance.

1.3   Research Framework

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┌─────────────────────────┐
│  Leaderships Style(X1)  │
└─────────────────────────┘
                                    ┌──────────────────────┐
┌─────────────────────────┐         │  Emp Performance (Y) │
│  Working Motivation (X2) │────────▶└──────────────────────┘
└─────────────────────────┘

┌─────────────────────────┐
│   Working Envt  (X3)    │
└─────────────────────────┘
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1.4. Research Methodology

Research method is a way that is done to obtain data or information that is very useful to know something, solve problems or problems to develop a science. The research method is as follows:

DATA COLLECTION TECHNIQUE

In this study, data collection methods used include: Interview, Observation, Questionnaires

DATA PROCESSING TECHNIQUE

Data processing techniques in this research is qualitative data that is processed into quantitative data using a Likert scale and the scale ordinal scale ranges with the help of the formula.

Test Instrument Research

Intrument test with factor analysis test to test to valid and reliable research data.

Data Analysis Technique

In data processing this research is done with computer assistance through software program SPSS (Statistical Product and Service Solutions) version 22.

2. LITERATURE REVIEW

2.1 Human Resources Management

Human resource management is the science and art that governs relationships and the role of the workforce in order to more effectively and efficiently help the realization of corporate, employee and community goals. (Hasibuan, 2012).

Human resource management is a planning, organizing, coordinating, implementing, and supervising on procurement, development, rewarding, integration, maintenance and separation of labor in order to achieve organizational goals (Mangkunegara, 2013).

2.2 Leaderships Style

The leadership style is as a leader's behavioral pattern in influencing attitudes, behaviors and so on to his followers. Leadership style of a leader can vary depending on the quantity and quality of followers, the situation and culture of his social system (Wirawan, 2013).

2.3 Working Environment

Working environment means the entire tooling and materials faced, the working environment around which a worker, the method of work, and the arrangement of his work either as an individual or as a group (Sedarmayati, 2013).

2.4 Working Motivation

Motivation is the driving force to perform an action, essentially existing internally and externally which can be positive or negative. Work motivation is something that gives rise to encouragement or morale. (Ardana, 2012).

2.5 Employees Performance

Performance is a record of the consequences that resulted in a function of work or activity during a certain period related to the organization's objectives (Juliansyah, 2013). Performance is a result achieved by a person in carrying out his duties imposed on him. (Hasibuan, 2014). Performance is a level of achievement of a particular task. (Simanjuntak, 2005) in (Rivai, 2016).

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RESULT AND DISCUSSION

Data Analysis

Validation Test

Determining whether an item is valid or not done by comparing the value of r count in the Correct Item-Total Correlation column with r value of pearson product moment table. If the Rcount value is greater than the Rtable value, then the item is said to be valid. Conversely, if the Rcount value is less than the Rtable value, then the item is declared invalid, so it must be

repaired or discarded. Rtabel value is sought with df = N-2 = 40-2 = 38 and error rate 0,05 then obtained Rtabel value equal to 0,312.

Table 1: Validity

Variable dengan pernyataan indikator	R hitung	</>	R Tabel	Keterangan
	Gaya Kepemimpinan			
P1	0,630	>	0,312.	Valid
P2	0,623	>	0,312.	Valid
P3	0,673	>	0,312.	Valid
P4	0,691	>	0,312.	Valid
	Lingkungan Kerja			
P5	0,452	>	0,312.	Valid
P6	0,558	>	0,312.	Valid
P7	0,573	>	0,312.	Valid
P8	0,393	>	0,312.	Valid
P9	0,696	>	0,312.	Valid
P10	0,393	>	0,312.	Valid
P11	0,468	>	0,312.	Valid
	Motivasi Kerja		-	
P12	0,439	>	0,312.	Valid
P13	0,439	>	0,312.	Valid
P14	0,409	>	0,312.	Valid
P15	0,127	<	0,312.	Tidak Valid
P16	0,199	<	0,312.	Tidak Valid
P17	0,469	>	0,312.	Valid
P18	0,534	>	0,312.	Valid
P19	0,398	>	0,312.	Valid
	Motivasi Kerja ke 2		-	
P12	0.371	>	0,312.	Valid
P13	0,475	>	0,312.	Valid
P14	0.536	>	0,312.	Valid
P17	.0.367	>	0,312.	Valid
P18	0.612	>	0,312.	Valid
P19	.0.417	>	0,312.	Valid
	Kinerja Karyawan			
P20	.341	>	0,312.	Valid
P21	.313	>	0,312.	Valid
P22	.597	>	0,312.	Valid
P23	.317	>	0,312.	Valid
P24	.482	>	0,312.	Valid

Table 1 can be seen that the whole indicator has r count greater than r table (0,312) Unless P 15 and P16 then tested again so that all valid indicator is obtained.

Table 2: Test Reliability

Realibility Statistic		
Indicator	Cronbach's Alpha	N of item
X_1 (P1-P4)	0,821	4
X_2 (P5-P11)	0,779	7
X_3 (P12-P19)	0,721	6
X_4 (P20-P24)	0,650	5

Test Reliability

From table 2 there are some results: Cronbach's Alpha value less than 0.6 means that instrument reliability is not good, while Cronbach's Alpha value is close to or equal to 0.7 means acceptable reliability, and Cronbach's Alpha value greater than 0.8 means the reliability of the instrument Is good.

2.   CLASSIC ASSUMPTION TEST

1. Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		40
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.40871754
Most Extreme Differences	Absolute	.088

		Positive				.072	
		Negative				-.088	
Test Statistic						.088	
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.

Table 3: Normality Test with One Sample Kolmogorov-Smirnov Test

Based on table 3 above, Asymp. Sig (2-tailed) of 0.200> 0.05. From these results, it can be concluded that the residual data in this study is normally distributed.

Figure 1: Normal Graph P-P Plot Consumer Satisfaction

In Figure 1 it is seen from the output of the spss Normal SPSS Normal P-P Plot, that the distribution of the data points spreads around the diagonal line and spreads the data points in the direction of the diagonal line. Thus, it can be said that customer satisfaction variables are normally distributed and can be used in subsequent analysis.

2. Multicolinearity Test

Table 4: Multicollinearity Test

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF

1	(Constant)	7.818	4.034		1.938	.061		
	Leadership Style	.013	.116	.016	.114	.910	.988	1.013
	Working Environment	.298	.113	.447	2.645	.012	.662	1.510
	Working Motivation	.126	.123	.173	1.024	.313	.663	1.509

a. Dependent Variable: Kinerja

From Table Coefficient above variable Leadership Style (X1), Working Environment (X2), Work Motivation (X3) has Tolerance> 0,1 and has VIF value <10. From the above explanation can be stated that between independent variable does not occur multicollinearity problem, The data can be used for subsequent testing.
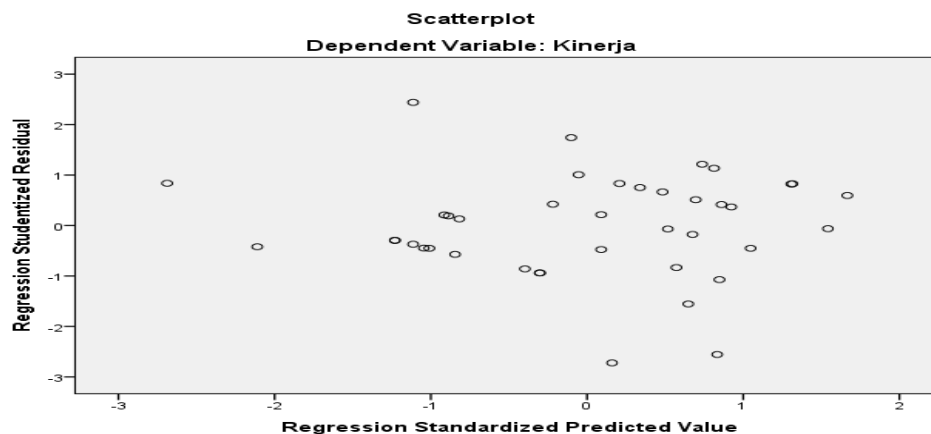
Heteroscedasticity Test

Figure 2: Scatterplot Graph with Dependent Variables Employee Performance

In figure 2 of the graph above, spots appear to be randomly distributed, not forming a certain pattern that is clear and spread both above and below. So it can be concluded that this regression model is free from the problem of heteroscedasticity.

2. ANALYSIS OF MULTIPLE LINIER REGRESSION

Results of Multiple Linear Regression Test

Table 5: Multiple Linear Regression Test results Table

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	7.818	4.034		1.938	.061		
Leaderships style	.013	.116	.016	.114	.910	.988	1.013
Working Environment	.298	.113	.447	2.645	.012	.662	1.510
Working Motivation	.126	.123	.173	1.024	.313	.663	1.509

a. Dependent Variable: Employees Performance

Based on Table 5 above is known regression equation that is

$Y = 7.818 + 0.013X1 + 0.298X2 + 0.126 X3 +$

$SIG = (0.910) (0.012) (0.313)$

Table 5 shows that:

1. Constanta 7,818 means that if Leadership Style (X1), Work Environment (X2) and work motivation (X3) is 0, then Employee Performance (Y) is 7,818.

2. The coefficient of variable regression Leadership style (X1) is 0,013 meaning that the increase of leadership style value of 1 will result in improvement of Employee Performance (Y) equal to 1.3% assuming value of other independent variables remain.

3. Coefficient of Regression of Work Environment variable (X2) is 0,298 meaning that the increase of work environment value 1 will result in the improvement of Employee Performance (Y) equal to 29,8% with assumption of value of other independent variables remain.

4. Regression Coefficient of Work Motivation (X3) variable equal to 0,126 means that the increase of work motivation value of 1 will result in the improvement of Employee Performance (Y) equal to 12,6% with assumption value of other independent variables remain.

.3.1 Pearson Correlation

Tabel 6.

Pearson Correlation

Correlations

		Leadership Style	Working Environment	Working Motivation	Perf
Leaderships Style	Pearson Correlation	1	-.054	.048	.003''
	Sig. (2-tailed)		.740	.767	1.000
	N	40	40	40	40
Working Environment	Pearson Correlation	-.054	1	.575**	.546**
	Sig. (2-tailed)	.740		.000	.000
	N	40	40	40	40
Worki	Pearson	.048	.575**	1	.43

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ng	Correlation				1**
Motiv ation	Sig. (2-tailed)	.767	.000		.00 5
	N	40	40	40	40
Perfor m	Pearson Correlation	.000	.546**	.431**	1
	Sig. (2-tailed)	1.000	.000	.005	
	N	40	40	40	40

**. Correlation is significant at the 0.01 level (2-tailed).

1. Pearson correlation variable variable Leadership style (X1) and employee performance (Y) is 0,003 means Correlation very weak with positive direction hence can be said relationship of variable of leadership style with employee performance little influence
2. Pearson correlation value of work environment variable (X2) and employee performance (Y) is 0,546 meaning enough correlation with positive direction hence can be said relation of work environment variable with strong employee performance. This means that if the working environment increases, employee performance will also increase. Similarly if the working environment is not adequate / decreased, then the performance of employees will also decline.
3. Pearson correlation value of work motivation variable (X3) and employee performance (Y) is 0,431 it means enough correlation with positive direction hence can be said relation variable of work motivation with performance tightly enough. With the direction of postif then it can be said the variable relationship Motivation work with employee performance is quite influential.

Partial Equation Test (T Test)

Table 7: Table results Partial Equation Test (T Test)

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	7.818	4.034		1.938	.061		
Leaderships Style	.013	.116	.016	.114	.910	.988	1.013
Working Environment	.298	.113	.447	2.645	.012	.662	1.510
Working Morivation	.126	.123	.173	1.024	.313	.663	1.509

a.   Dependent Variable: Employees Performance

Source : Primary Data

Leaderships Style (X_1)

1. Tcount Leadership Style (0.114) <t table (2.02809), then H1 is rejected and H0 is accepted
2. Sig. Leadership Style (0.910)> alpha (0.05), then H1 is rejected and H0 is accepted
3. That is, the variable Leadership Style (X1) partially no significant effect on employee performance variables (Y).

Working Environment (X_2)

1. Tcount Working Environment (2,645)> ttable (2.02809), then H2 is accepted and H0 is rejected
2. Sig. Working Environment (0.012) <alpha (0.05), then H2 is accepted and H0 is rejected
3. That is, the Working Environment (X2) variables partially significant effect on employee performance variables (Y).

Working Motivation (X$_3$)

1. Tcount Work Motivation (1,024) <ttabel (2.02809), then H3 rejected H0 accepted
2. Sig. Work Motivation (0.313)> alpha (0.05), then H3 rejected H0 accepted
3. That is, the variable Motivation Work (X3) partially no significant effect on employee performance variables (Y).
4. So the results of Test T states that in this study there is no partial influence between the variables and the variable of Working Motivation Variables Employee performance, while the Work Environment variable partially influence on employee performance.

Simultaneous Equations Test (Test F)

Table 8: Table results Simultaneous Equation Test (F Test)

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	36.205	3	12.068	5.614	.003[b]
	Residual	77.395	36	2.150		
	Total	113.600	39			

a. Dependent Variable: Employees Performance

b. Predictors: (Constant), Working Motivation,Leaderships Style, Working Environment

Source : Primary Data

The result of the research using model feasibility test shows that the resulted hypothesis is good using comparison between Fhitung and Ftabel and test by using significant value, yield H0 is rejected and H1 accepted. This means that in the test using the feasibility test of variable model of Leadership Style, Work Environment, Work Motivation and significantly influence Employee Performance. This result is shown with the value of Fcount 5,614> Ftable 2,87 and the test sigification value is 0,003 <sig value. 0.050.

Thus, it can be concluded that the linear regression model is estimated to be suitable to explain the effect of leadership style variables (X1), work environment (X2), and work motivation (X3) influence on employee performance (Y) Division of Administration and Archives of LIPI General Bureau

5. CONCLUSION

5.1 CONCLUSION

1. Leadership style variable partially does not affect the positive direction to the performance variable of the administrative employees and archives of the LIPI public bureau

2. Work Environment Variables are partially influential with the positive direction to the variable performance of the employees of the administrative division and archives of LIPI

3. Motivation Variables Work partially does not affect the positive direction of the performance of administrative employees and archives general bureau LIPI

4. Variables of Leadership Style, Work Environment, Work Motivation simultaneously have a significant influence with positive direction toward Variable of employee performance of administration part and archive of general bureau LIPI.

5.2 SUGGESTIONS

Suggestions from this research are as follows

1. The results of this study indicate that leadership style variable partially has no effect on employee performance. Therefore the boss needs to build good communication with better subordinates to avoid misunderstandings, then the boss needs to build cooperation among employees in completing a task together.

2.	The results of this study indicated that the working environment variables partially affect the performance of employees, therefore the management company has met all aspects of work environment both physical and non physical well so that employees feel comfortable with the work environment and performance can increase.

3.	The results of this study indicate that the variable of work motivation partially does not affect the performance of employees, therefore the management of the company pay more attention to matters relating to work motivation such as the awarding by way of promotion positions, the comfort and security in work, and Fulfillment of welfare for employees so that it can increase employees' working motivation.

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