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The Influence of Leadership Style and Work Environment on Employee Performance

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Abstract

One way to achieve optimal employee performance or even improve it is to create a comfortable, safe, conducive, and pleasant work environment. This study uses a quantitative design. The data collected from the questionnaire will be analyzed using statistical tools with the help of SPSS. Based on the analysis, it can be found that there is an influence of leadership style, performance environment, simultaneously on employee performance. Based on the results of the analysis, it can be seen that there is a significant influence between leadership style, on employee performance Based on the data that has been presented previously, it shows that the work environment variable has a positive effect on employee performance.

Keywords: Leadership Style, Performance Environment, Employee Performance.

Introduction

Employee performance plays an important role for the company in achieving the goals that have been set. This performance is influenced by factors that exist in human resources, including leadership, management, and the work itself. Therefore, companies must be able to plan and manage human resources effectively, because human resources are the main asset that has a great influence on the development of the company to achieve the goals that have been determined. Performance is a reflection of the extent of achievement in implementing a program, activity, or policy that aims to achieve the organization's goals, goals, vision, and mission, which is reflected through the organization's strategic planning. Meanwhile, employee performance is the result or overall success rate of an individual in carrying out his or her duties over a period of time. Employee performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him also means that the work of employees is seen in terms of quality, quantity, working time, and cooperation to achieve the goals that have been set by the organization (Siagian & Khair, 2018)

One way to achieve optimal employee performance or even improve it is to create a comfortable, safe, conducive, and pleasant work environment. Therefore, companies need to strive to create a good working environment, both in terms of physical facilities and non-physical aspects. The work environment encompasses everything around workers that can affect the way they perform their assigned tasks. The work environment factor has a significant impact on employee performance, especially the environment where employees carry out their duties and responsibilities. To optimize productivity, it is important to create a conducive environment as a condition to improve employee performance to the maximum. Some of the factors that affect the creation of a good work environment include opportunities

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for promotion based on achievements, awards, and a sense of cohesiveness at work. . A supportive work environment is expected to have a positive impact on employee productivity and performance.

Leadership is the ability of a leader to influence, motivate, encourage, and facilitate all human resources to give their best commitment and contribution in achieving organizational goals. Leadership

It is the ability to influence a group in order to achieve a vision or set of goals, as set forth at various managerial levels in the organization.

According to leadership, it is the ability to influence a group in achieving a goal or vision that has been set. Meanwhile, leadership style refers to the behavior pattern of a leader in influencing the attitudes and actions of his followers. This leadership style is flexible and can change, depending on the characteristics of the followers, the situation, and the leader's point of view. A leader needs to be able to adapt different leadership styles to influence his followers effectively. When leading and directing team member activities, leaders must consider the right leadership style, as each individual has different needs and expectations. On the other hand, the company has a vision and mission that all employees must follow. Therefore, companies need to choose the appropriate leadership style to increase job satisfaction, by aligning employees' personal goals with the company's goals, so that both can be achieved effectively. (Faradila, 2024)



PT PLN (Persero) is one of the State-Owned Enterprises (SOEs) that serves the community throughout Indonesia. The company is committed to providing internationally acceptable electricity services, with a mission to be recognized as a world-class company that delivers growth, excellence, and trust by harnessing the potential of human resources. Based on this vision, PT PLN (Persero) consistently makes improvements both inside the company and outside the company every year, including in human resource management. This step is in line with the company's goal to run the electricity business and related services, as well as provide satisfaction to customers, members, and shareholders.

Employee Performance

Performance basically refers to the actions taken or not performed by employees. Employee performance is a factor that affects the extent to which they can contribute to the organization (Mamik, et al, 2013)

Employee performance refers to the results achieved by an employee both in terms of quality and quantity in carrying out their duties in accordance with the responsibilities given to them. Another opinion states that performance is a system used to assess and evaluate whether an employee has performed his or her job as a whole. Performance is a combination of work results (what must be achieved) and competence (how to achieve it). Performance can also be interpreted as the results achieved by an employee in his or her job based on certain criteria that apply to the job. Employee performance is an indicator used to measure the quality of performance both from individuals and from the entire company. Employee performance is a process to create a work environment that allows the workforce to make their best contribution in achieving company goals.

Performance is the result shown by a person or a process related to a work task that has been set. Performance is not the final stage of a series of work processes, but is an overall result that starts from elements of input activities, processes, outputs, and output

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materials Employee performance refers to the results achieved by a person in carrying out the tasks given to him to achieve work goals. An employee can work effectively if he has high performance, which in turn results in quality work. Employee performance is one of the important elements in determining the success of an agency or organization in achieving its goals. Therefore, employee performance can affect the overall performance of the agency. (Hidayat et al., 2024) (Nabawi, 2019).

Work Environment

The work environment is a place where employees carry out daily tasks, complete with all the facilities and infrastructure needed to support the implementation of these tasks. The work environment includes everything around employees that can affect how they carry out their assigned tasks. (Rahmadani, n.d.)

In general, the work environment can be divided into two categories, namely physical and non-physical work environments. The physical work environment refers to aspects related to the physical condition of the workplace. The work environment also includes all tools, equipment, and materials used, as well as the surrounding conditions where a person works, the methods applied in the work, and the work arrangements both individually and in groups. The work environment is one of the factors that determine employee performance. (Rizki et al., 2016) (Lestary & Harmon, 2017)

Leadership Style

According to leadership, leadership is an applied science derived from social sciences, where its principles and theories are expected to provide benefits for human welfare. There are various definitions of leadership put forward by experts from their respective perspectives, but these definitions show some similarities. Sari (n.d.)

Leadership is the ability to influence a group in achieving a predetermined goal or vision. Meanwhile, leadership style refers to the pattern of behavior used by a leader to influence the attitudes and actions of his followers.

Leadership style is a pattern of behavior that is applied by a person when trying to influence the behavior of others or subordinates. Leadership style describes the philosophy, skills, and attitudes possessed by a leader in carrying out his or her roles and responsibilities. This includes the way leaders make decisions, interact with team members, and the approaches used to achieve organizational goals. This leadership style not only reflects the personality of the leader, but also has a great influence on the work atmosphere, employee motivation, and overall performance in an organization. (Latief et al., 2023)

Leadership style is closely related to the character or personality of a leader. Therefore, every leader has a different approach to managing an organization. A leader's success in leading an organization and being imitated by other leaders does not necessarily produce the same results, because the leadership style is influenced by the leader's personal character. From the various opinions that exist, it can be concluded that leadership style is a way for a leader to influence, direct, motivate, and control his subordinates with a certain approach, so that subordinates can complete tasks effectively and efficiently. (Yudha Bramantyo, 2019)

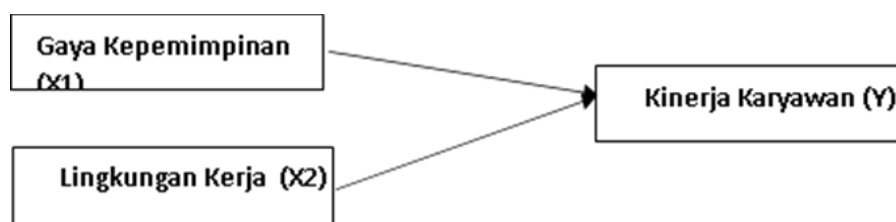


Figure 1 Research Theoretical Framework Model

Method

This study uses a quantitative design. This study aims to measure and analyze the relationship between variables that have been determined objectively, as well as to test the hypothesis proposed earlier. The design of this study was chosen because it provides numeric data that can be analyzed statistically to produce more measurable conclusions. The instrument used in this study is a distributed questionnaire, questions designed to measure the variables being studied. The data collected from the questionnaire will be analyzed using statistical tools with the help of SPSS. The instruments in the study are said to be good if they meet the validity and reliability requirements. Therefore, to ensure the validity and reliability of the questionnaire, testing is carried out through validity and reliability tests. The author has carried out both tests on this research instrument. One of the tests used is the t-test, which aims to test the relationship between independent variables and dependent variables partially.

Table 1. Variable Operational Definication

Variable	Indicators
Leadership Style (X1)	Communication Motivation Decision
Work Environment (x2)	Physical Condition Relationships Between Employees Employer Support
Employee Performance (Y)	Working Quantity Quality of Work Discipline

In this study, each variable is measured with several indicators designed to multiply the important elements of each concept. All of these indicators are used to collect the necessary data to analyze the influence between the work environment, leadership style, and employee performance.

Results and Discussion

This study aims to analyze the influence of leadership style and work environment on employee performance. An effective leadership style can create a positive work atmosphere, while a comfortable and supportive work environment also plays an important role in increasing employee productivity. In this discussion, the results of a descriptive

analysis can be seen that describe how leadership style and work environment conditions interact to affect employee performance. The following are the results of the analysis that shows the relationship between these variables.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.640	1.170		1.402	.174
	Gaya Kepemimpinan	1.261	.143	1.182	8.835	.000
	Lingkungan Kerja	-.381	.185	-.275	-2.059	.050

a. Dependent Variable: Kinerja Karyawan

Figure 1. Multiple Linear Regression Test Results

Source : Primary data processed in 2024

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.949 ^a	.901	.893	.721

a. Predictors: (Constant), Lingkungan Kerja, Gaya Kepemimpinan

Figure 2. R Square Test Results

Source : Primary data processed in 2024

The Independent variables in the multiple regression test are the variables of leadership style (X1), work environment (X2), while the dependent variable is employee performance (Y). From the figure, the regression model is obtained as follows:

$$Y = 1.640 + 0.143X1 + 0.185X2 + e$$

Information:

It is a constant or state when the employee performance variable or (Y) has not been affected by the leadership style variable (x1), performance environment (x2)

0.143 is the slope or direction coefficient of the leadership style variable (x1) that affects employee performance at PT PLN Persero Cikarang area (Y), meaning that the leadership style variable has a positive effect on the performance of employees of PT PLN Persero Cikarang area if other variables are considered constant

0.143 is the coefficient of the direction of the work environment variable (x2) that affects employee performance at PT PLN Persero ulp cikarang (Y), meaning that the work environment variable (x2) affects employee performance

Second Hypothesis Testing (Test Result F)

To find out whether independent variables have an effect simultaneously (together) on dependent variables or not influenced, the F-test is used, by comparing fcount and ftable at a real level of 5% ($\alpha = 0.05$) then ftable 3.68 or compare the significant value of f. if fcount > ftable or the value of Sig.f < 0.05 means that H0 is rejected and vice versa.

From the f test that has been carried out, the number of fcal is 109,318 > ftable.

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Based on the results of the test, it can be concluded that H is rejected and ha is accepted, thus it can be said that simultaneously the variables of leadership style (x1), work environment (x2), affect employee performance (Y).

Based on the analysis, it can be found that there is an influence of leadership style (x1), performance environment (x2), simultaneously on employee performance (Y). and can be seen in figure 1 the Adj. R. Square (R²) value of 0.893. Thus, it means that the regression model used is able to explain the influence of leadership style variables and performance environment on employee performance at PT PLN Persero Cikarang area by 89.3% while the remaining 10.7% is explained by other variables that are not included in this study.

Conclusion

Based on the results of the research on the Influence of Leadership Style and Work Environment on Employee Performance at PT PLN Persero Cikarang area, it can be concluded that Based on the results of the analysis, it can be seen that there is a significant influence between leadership style , on employee performance at PT PLN Persero Cikarang area. Based on the data that has been presented previously, it shows that the work environment variable has a positive effect on employee performance.

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