



Influence of Leadership Style and Work Environment on Employee Performance (Case Study at Employee PT Astra International Tbk – Auto 2000 Sisingamangaraja Medan)

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Abstract:

This study aims to determine "The Effect of Leadership Style and Work Environment Against Employee Performance. This research type is associative that is a research where the relation between two variables. Population in this research is all employees in PT. Astra International Tbk – Toyota Auto 2000 Sisingamangaraja Medan 60 employees. And by using the slovin formula technique, then the number of samples in this study as much as 52 responden taken from some population. Based on the result of t test can be seen on t count on leadership style dispersion equal to 2.374 bigger than t table with 2.011 with probability t against sig 0,001 less than limit of significance equal to 0,05. Based on that then. Values greater than the significance limit of 0.05, then those variables partially have a positive and significant effect on. Based on the result of F test, the result of Fcount is 21.635 > 3.20 with sig 0,000 < α 0,05, showing Ho is rejected and Ha accepted, meaning work discipline and simultaneously and significant to performance variable. R Square value 0,704. To see the great influence of independent variables on dependent variable by calculating the result of determination (KD) = R² x 100%, thus yield KD = 70,4%. This figure indicates that 70.4% work discipline (dependent variable) can be inferred by work discipline and compensation. The remaining 29.6%, by other factors not in this study.

Keywords:

leadership style; work environment; performance

I. Introduction

To achieve the goal of success of a company inseparable from the human resources owned, human resource management consists of a series of integrated policies about employment relations that affect people and companies. So that the company must have competent resources and have a high level of performance in carrying out the tasks given by the company. Each company has its own way of achieving its goals. To achieve the goal requires a good equal distance, therefore there is a need for increased work. The essential thing of human resources is the continuous management and utilization of existing human resources so that they can work optimally, effectively, and productively in achieving the goals of a company.

Employee performance is the result of thinking and the distance of an employee to the work, he can be tangible, seen, calculated in number, but in the way the results of thought and energy cannot be seen and calculated, as can the ideas of solving a problem. The performance of the employees there get effect the success of a company. If employee performance is good, then the company's performance will increase. Conversely, if employee performance is poor, it can cause a decrease in the company's performance.

Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

Leaders who lead with a leadership style that is appropriate to the aspirations of the members led can make a harmonious relationship between the leader and the leader proportionally. Then the leader must use his authority well to maintain the attitude and behavior of employees to be willing to work more vigorously and want to produce optimal performance. So it is very important if the company pays attention to aspects of leadership style. Leaders who exercise leadership can effectively influence employees to achieve their desired goals, and that leader will be a role model for employees. Conversely, leaders who exist only as figures and do not have the influence and ability of leadership will result in the performance of the employee becomes not optimal, because the leader does not have the capability and ability to produce the best performance as a leader.

In addition to leadership style, the work environment in a company also influences employee performance. Employees who like the work environment where they work will certainly feel at home at work and can complete their tasks well, poor working conditions have the potential to cause employees to easily fall ill, easily stressed, and difficult to concentrate so that it can affect the resulting performance. If the workspace is hot, air circulation is inadequate, the workspace is too crowded, the work environment is less clean, and noisy, it causes employees to become uncomfortable at work.

The work environment in a company for employees is very important to support the resulting performance. A conducive work environment will provide a boost to employees to be able to work better in achieving the company's goals.

In an effort to achieve these goals, leaders must strive to create a safe and comfortable atmosphere so that employee performance improves by what the company wants.

After the researcher conducted a previous survey and interview with PT Astra International Tbk – Auto 2000 Sisingamangaraja Medan service section, then obtained results that are closely related to the performance of employees that can be seen from the phenomena that occur, among others, the performance problems proposed in this study are the quality of employee work is less than optimal, less time in the completion of work so as to cause delays, less self in completing the work given, Lack of effectiveness of employee performance, lack of employee productivity.

Problems of leadership style, the lack of precise leadership in decision-making problems in a problem, lack of leaders motivating their employees, lack of communication between the leader and the bottom, less optimal leadership control on the bottom, the lack of leaders controlling emotionally in conveying the problems faced by the company. Problems of the work environment, such as lack of lighting at work, hot air temperature, there is still noise at work.

II. Review of Literatures

2.1 Performance

Performance comes from the word "job performance" which means pretense of work obtained, achieved by someone. Performance is declared good and successful if, the desired goal can be achieved. Performance is a function of motive and the ability to complete a task or job. One should have a certain degree of willingness and a certain level of ability. A person's willingness and skills are not effective enough to move something without a clear understanding of what agencies are being done and how to do it. Performance is a real behavior that everyone displays as work performance produced by employees by their roles and instants. Performance according to Mangkunegara (2009: 67) performance is "The results of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him". According to Rivai (2011:554) performance is "The real behavior that everyone displays as a work performance is produced by employees according to their role in the company". Wirawan (2009: 5) mentions performance as "Output produced by functions or indicators of a job or a profession in a given time".

According to Prawirosentono (1999: 27), there are four factors that affect employee performance, namely:

1) Effectiveness and Efficiency

When a particular goal is finally achieved, we may say that the activity is effective, but if the consequences of not sought activities assess the importance of the results achieved resulting in satisfaction although effective is not called efficient. Conversely, if the consequences sought are not important or trivial then the activity is efficient.

2) Authority

Authority is the nature of communication or order in a formal organization that a member of an organization has to another member to perform work activity by his or her contribution.

3) Discipline

Discipline is obeying the rule of law. So employee discipline is the employee's activities in respect of work with the organization in which he works.

4) Initiative

The initiative is related to thinking power and creativity in forming ideas to plan something related to the company's goal

According to Robbins (2006: 260), six indicators measure the performance of individual employees.

1) Quality. The quality of work is measured by the employee's perception of the quality of the work produced and the perfection of tasks to the skills and abilities of employees.

2) Quantity. Is the amount produced, expressed in terms such as the number of units, the number of cycles of activity completed

3) Punctuality. Is the level of activity completed at the beginning of the stated time, viewed from the point of coordination with the output results, and maximum the time available for other activities.

4) Effectiveness. The level of use of organizational resources (energy, money, technology, raw materials) is maximized to increase the results of each unit in the use of resources.

5) Independence. It is the level of an employee who will later be able to carry out his work duties.

6) Work commitment. Is a level where employees have a work commitment with the agency and employee responsibility to the office.

2.2 Leadership Style

Understanding Leadership

Kreitner and Kanicki (2005:299) state that "Leadership is defined as a social reforming process in which leaders seek the voluntary participation of subordinates to achieve organizational goals. According to Thoha (2009) which states "Leadership is the whole act of controlling and strengthening people, in an effort to achieve goals", or by a more complete definition it can be said that leadership is a process of giving paths (facilities) rather than the work of others organized informal organizations to achieve the goals that have been set. According to Sukmawati (2008), "Leadership is an activity to influence people to be directed towards achieving organizational goals.

So from the above opinion can be concluded leadership is a process where all influence others to become subordinates in achieving common goals. Kartono (2008: 62), explained that "Leadership style is a way of working and acting leaders in guiding their children to do something". According to Nawawi (2003: 115), "Leadership style is the behavior or way that leaders choose and use in influencing the thoughts, feelings, attitudes, and behaviors of members of the lower organization".

According to Rivai and Mulyadi (2011: 42), "Leadership style is a set of ways that leaders use to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategy that is mastered and often applied by a leader". From the above opinion it can be concluded that the leadership style is a trait and behavior of the leader applied to his subordinates to guide his subordinates in carrying out the work style

2.3 Work Environment

The work environment is one of the factors that are very influential in supporting maximum work results in every job. If the work environment is less conducive it will cause labor performance to decrease, this is due to the lack of work motivation that arises from within the workforce to work well.

According to Sedamaryanti (2001:21) "The work environment is the whole tool and materials faced, the surrounding environment in which a person works, his method of work, and his work arrangements both as an individual and as a group"

According to Subaris and Haryono (2008: 1) "The work environment is an inseparable part of the type and location of work where individual employees are located and active. Employee productivity from work depends on the place and environment in which the individual employee works." Therefore, the work environment needs to get very serious and primary attention because it is the second home after the residence. According to Zainudin et al (2006: 34) "The work environment is about spatial planning, natural light and the influence of sound that affects the concentration of an employee while working". Organizational facilities are part of the work environment that must be realized to support organizational activities.

III. Research Methods

This type of research method is associative, according to Sugiyono (2012), an associative approach is an approach that uses two or more variables to determine the relationship or influence of one another.

1. Population

According to Sugiyono (2014) "a population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by researchers to be studied and then drawn conclusions." The population in this study is all employees of PT. Astra International Tbk – Toyota Auto 2000 Sisingamanagaraja Medan

2. Sample

Sugiyono (2014) states that "samples are part of the number and characteristics that those populations have."

From the population of 60 people, it is used the formula by slovin, to determine the number of samples as follows:

Based on the results of the calculation of the slovin formula, it is known the number of samples to be examined is as many as 52 respondents. Sampling techniques in this study were conducted with random sampling techniques. According to sugiyono,(2008) is a sampling technique that is done randomly, so that the data obtained is more representative by conducting a competent research process in their field.

The implementation of random sampling in this study was given to employees of PT. Astra International Tbk – Auto 2000 Sisingamangaraja service section. The study numbered less than 100 people, so the samples taken were all of them, but if the study population was more than 100 then the sample could be taken between 10-15% or 20-25% or more. Population of 60 people then the sample studied is 60 respondents. Sampling techniques in this study were carried out with the technique of total sampling (saturated sampling).

IV. Results and Discussion

4.1 Research Result

In this study, the authors distributed questionnaires to all 60 respondents. Where the respondents in this study are new employees who work at PT. Astra International Tbk – Toyota Auto 2000 Sisingamangaraja. In this study, the authors also used questionnaires as a tool to analyze data in order to produce useful research. To get it all, the author uses the Likert scale as a reference for the choice of answers that will be filled by the respondents.

When responding to a question on a Likert scale, respondents determine their level of approval of a statement by selecting one of the available options. This Likert scale has an assessment for each answer choice. The following is a table of Likert scales that the authors used in this study:

Table 1. Likert Measurement Scale

Statement	Bobot
Strongly Agree (SA)	5
Agree (A)	4
Disagree (DA)	3
Disagree (DS)	2
Strongly Disagree (SDS)	1

Based on the results of data collection conducted on 60 employees who were made respondents obtained characteristics of respondents based on age can be seen in Table 4.2 below:

Table 2. Distribution of Respondents by Age

		AGE			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-25	9	15,0	15,0	15,0
	26-30	23	38,3	38,3	53,3
	31-35	19	31,7	31,7	85,0
	36-40	5	8,3	8,3	93,3
	46-50	1	1,7	1,7	95,0
	51-55	3	5,0	5,0	100,0
Total		60	100,0	100,0	

Based on the data above, it can be known that respondents aged 21-25 years as many as 9 people (15%), respondents aged 26-30 years as many as 23 people (38.3%), and respondents aged 31-35 years as many as 19 people (31.7%), respondents aged 36-40 years as many as 5 people (8.3%), respondents aged 46-50 years as many as 1 person (1.7%), respondents aged 51-55 years as many as 3 people (5%). Thus the majority of the age of these respondents is 26-30 years as many as 23 people.

Table 3. Distribution of Respondents by Education

		EDUCATION			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SMA/SM K	43	71,7	71,7	71,7
	D4	1	1,7	1,7	73,3
	S1	15	25,0	25,0	98,3
	S2	1	1,7	1,7	100,0
	Total	60	100,0	100,0	

Based on data from the table above, shows that for respondents based on education level, the frequency of respondents of high school / vocational education level is as many as 43 people (71.7%), respondents with d4 education level as many as 1 person (1.7%). Respondents with an education level of S1 as many as 15 people (25%). Respondents with s2 education level as many as 1 person (1.7%). Thus the majority of respondents are at the level of S1 education which is 43 people.

4.2 Discussion

The analysis of the findings of this study is about the findings and conformity of previous theories, opinions, and research that have been presented before and behavioral patterns that must be done to overcome this. The following are 2 (two) main parts that will be discussed in the analysis of the findings of this study.

V. Conclusion

Based on the results of research and discussions that have been submitted before, conclusions can be taken from research on the influence of leadership style and work environment on performance in PT. Astra International Tbk-Toyota Auto 2000 Sisingamangaraja Medan as follows:

1. Partially there is a positive and significant influence between Leadership Styles on Performance. It is stated that leadership style has a significant effect on performance in pt. Astra International Tbk – Auto 2000 Sisingamangaraja Medan.
2. Partially there is a positive and significant influence between the work environment on performance. It is stated that the Work Environment has a significant effect on competence in PT. Astra International Tbk – Auto 2000 Sisingamangaraja Medan..
3. Simultaneously there is a positive and significant influence between Leadership Style and Work Environment on Performance. It is stated that leadership style and work environment have a significant effect on employee performance in PT. Astra International Tbk – Toyota Auto 2000 Sisingamangaraja Medan.

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