

The role of leadership, communication and work environment in influencing employee performance

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ABSTRACT

The purpose of this study is to analyze and examine the partial and concurrent influence of leadership, communication, and work environment variables on employee performance. This research was conducted at the Banggai Laut Regency's Department of Education, Culture, Youth, and Sports in Central Sulawesi Province. The research data were gathered through the distribution of questionnaires and the participation of 36 employees. The regression method was used to analyze the data via the SPSS tool. The study's findings indicate that there is a significant relationship between leadership, communication, and work environment and employee performance, which means that if each of these three variables is implemented at the Banggai Laut Regency's Department of Education, Culture, Youth, and Sports following applicable regulations, employee performance will be significantly impacted. The work environment variable is the most significant factor affecting employee performances.

INTRODUCTION

The success of leadership in organizational life is determined by employees' high and low performance (Jumady & Lilla, 2021). The quality of the leadership is often considered the most critical factor in the success or failure of the organization (Nasir, Megawaty & Pratiwi, 2020), as well as the success or failure of an organization, both business and public-oriented, usually perceived as the success or failure of the leadership (Hajiali & Mahfudnurnajamuddin, 2021). Performance appraisal within the Government is known as the Employee Implementation Assessment List (DP3) by Government Regulation No. 10 of 1979 and has now been changed to the Employee Operational Standard (SOP). In implementing the DP3 or SOP, there are still many biased assessments because the assessments given are not objective. Objectively, this study was conducted at the Office of Education, Culture, Youth, and Sports of Banggai Laut Regency. Based on the initial observations, there are several exciting phenomena or essential points that we can explain from this office, such as 1) the public spotlight on the low level of service provided by the state apparatus. 2) Lack of awareness of state apparatus to improve personal integrity and professionalism through improvement and capability by technology and actual conditions. 3) Leaders lack the awareness to make their leadership qualities the center of positive attention that becomes an example for their subordinates. 4) The absence of clear and firm sanctions if employees work inappropriately and not quickly. 5) Work discipline regulations and work regularities have been stated as incomplete work procedures but have not been appropriately implemented, are still a formality, and are far from actualization in the form of actual actions. 6) The dedication and loyalty of the state apparatus

are still low, and there are even officials who are wrong in applying loyalty only to their superiors but are not loyal to the vision and mission of the institution. 7) The performance appraisal of individual and agency units based on clear, objective, and community service-oriented standards has not been implemented optimally.

An organization is said to be successful if it can effectively and efficiently utilize resources, especially existing employees, optimally and professionally (Sitorus et al., 2021). Utilizing resources optimally and professionally means using employees from planning, implementation to monitoring and evaluation with the right target and has fulfilled the desired rules both by the employees themselves and by the organization where the employee takes shelter. So human resources can be said to be the main factor or driving force of an organization. For this reason, existing human resources need to be adequately managed and correctly because the success of management in the organization is determined by its employees' high and low performance. The factors that cause high and low employee performance are mainly influenced by the level of motivation given by the organization to its employees to improve employee performance. Factors that need to be considered include leadership, work environment, remuneration, welfare benefits, self-actualization, work atmosphere, work harmony, communication, and government policies. However, given the limitations of existing facilities and infrastructure and which are more urgent according to the organization's needs that is the object of research, this study is deliberately limited to three factors, namely communication, leadership, and the work environment concerning employee performance.

Communication is needed to establish a relationship of mutual respect, respect for each other, tolerance from heart to heart in the framework of one goal to succeed in a good job (according to expectations for the organization's progress). Communication is also needed to unite employees' perception in achieving the organization's essential goals to receive and process constructive ideas from employees. A job can be analyzed from three levels, namely individual communication, group communication, and organizational communication. This means that all human resources must be communicative people who have much information to convey to others. With the relationship that communication within an organization will be able to improve employee performance.

The success of leadership in organizational life is determined by employees' high and low performance (Jumady & Lilla, 2021). The quality of the leadership is often considered the most critical factor in the success or failure of the organization (Nasir, Megawaty & Pratiwi, 2020), as well as the success or failure of an organization, both business and public-oriented, usually perceived as the success or failure of the leadership (Hajjali & Mahfudnurnajamuddin, 2021). Performance appraisal within the Government is known as the Employee Implementation Assessment List (DP3) by Government Regulation No. 10 of 1979 and has now been changed to the Employee Operational Standard (SOP). In implementing the DP3 or SOP, there are still many biased assessments because the assessments given are not objective. Objectively, this study was conducted at the Office of Education, Culture, Youth, and Sports of Banggai Laut Regency. Based on the initial observations, there are several exciting phenomena or essential points that we can explain from this office, such as 1) the public spotlight on the low level of service provided by the state apparatus. 2) Lack of awareness of state apparatus to improve personal integrity and professionalism through improvement and capability by technology and actual conditions. 3) Leaders lack the awareness to make their leadership qualities the center of positive attention that becomes an example for their subordinates. 4) The absence of clear and firm sanctions if employees work inappropriately and not quickly. 5) Work discipline regulations and work regularities have been stated as incomplete work procedures but have not been appropriately implemented, are still a formality, and are far from actualization in the form of actual actions. 6) The dedication and loyalty of the state apparatus are still low, and there are even officials who are wrong in applying loyalty only to their superiors but are not loyal to the vision and mission of the institution. 7) The performance appraisal of individual and

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For organizations, the performance of each employee is always expected to increase so that organizational goals can be achieved optimally because performance shows a link between achievement and the work of employees in producing goods or services (As'ad, 2018). Employee performance can be increased if it is supported by the organization, creating a fun work environment in the sense that there are good relations between employees, between employees with leaders, and keep the peace and security in the office. A state of this kind is expected to improve the performance of employees (Nugroho et al., 2020). So for organizational management or organizational leaders, employee performance needs to be nurtured and constantly improved in a directed manner to support the organization's progress without harming the interests of the employees themselves and, most importantly, the achievement of the goals organization. The work environment significantly affects employees because, in general, employees want a place to work that is bright enough, the air is always fresh, and the working hours are not too long. Providing a pleasant workplace means creating a feeling that employees are not easily bored so that in this way, they can reduce or avoid wasting time and money, declining health, and the number of work accidents (Badrianto & Ekhsan, 2020).

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Organizational management must plan a good and satisfying work environment to remain motivated in working to be the best. The problem of adding products and making work more enjoyable has been approached with changes in the work environment. Changes related to sound will affect work, as will changes in lighting, ventilation, temperature, and the work environment. Given the importance of the work environment for increasing productivity, every company must plan and regulate the work environment to satisfy employees. If this is not considered, it will have a negative impact on the company. Thus it can be ascertained that a good work environment will be able to maintain employee motivation.

Based on the formulation of the problem stated previously, it can be presented a hypothesis as an answer or a provisional guess from the main problem that has been put forward, namely as follows. :

H1: Leadership affects employee performance

H2: Communication affects employee performance

H3: The work environment affects employee performance

RESEARCH METHOD

This research was conducted at the Department of Education, Culture, Youth and Sports, Banggai Laut Regency, Central Sulawesi Province. The population of this study is the total number of employees of the Department of Education, Culture, Youth and Sports, Banggai Laut Regency, Central Sulawesi Province, as many as 36 people. According to Arikunto, (2013), "if the population is less than 100 then it is better to take all of them so that the research is a population study". The data in this study were collected by distributing questionnaires to all respondents. While the data sources required in this study, sourced from Primary data, is data obtained through direct observation on research objects and by sharing questionnaires with personnel staff related to this study. Secondary data is data obtained from outside the organization studied. This data is obtained from literature, important documents directly related to this study, or other research results related to this research problem. t-statistical tests show how far one variable explains individually in describing the variation of bound variables. The hypothesis test proposed in this study will be conducted using a t-test if the t-value calculated $>$ t-table indicates the acceptance of the proposed hypothesis. t-calculated $>$ t-estimated means H_0 rejected and received H_1 . T- calculated $<$ T-estimated means H_0 received and reject H_1 . The T-test can also be seen at the level of signification: If the signification level $<$ 0.05, H_0 is rejected, and H_1 is accepted. If the signification level $>$ 0.05, then H_0 is accepted and H_1 is rejected. Normality Test In conducting regression tests, Sugiyono (2008, p. 10) is required that the data is used typically. In this study, the normality of distribution can be done by looking at residual values on the regression model to be tested. If the residual distribution is expected, the data distribution value will be located around a straight line. Heteroskedasticity tests were conducted to test whether variance occurred from residual one observation to another in the regression model. In regression, one of the assumptions that must be met is that the variance of residuals is called Heteroskedasticity. The basis in looking at a questionnaire occurs Heteroskedasticity or not if the significant value is $>$ 0.05. The Multicollinearity test tests whether the regression model found a free (independent) correlation—detecting the absence of multicollinearity, i.e., by analyzing the correlation matrix of free variables. The existence of multicollinearity can be seen through the value of VIF (Variance Inflation Factors) or its tolerance value. The presence of multicollinearity can be known if the VIF value $>$ 10 or vice reverse by the tolerance value $<$ 0.1. If the VIF value of each variable $<$ 10 or in reverse the tolerance value $>$ 0.1, then it can be said that no multicollinearity or relationship occurs between free variables can be tolerated so that it will not interfere with the regression result.

RESULTS AND DISCUSSION

This data analysis describes the research results using respondents as many as 36 employees at the Office of Education, Culture, Youth, and Sports of Banggai Laut Regency. In this study, the validity test was conducted to determine the level of validity of the instruments used in the study. In the SPSS output, the item/item analysis is stated as corrected item-total correlation, and the critical limit for showing valid items is generally 0.30. So the corrected item-total correlation value above 0.30 indicates a valid/valid item (Ghozali, 2015). Furthermore, a reliability test is carried out to assess the extent to which a measuring instrument can be trusted or relied on. A new measuring instrument can be trusted and relied

upon if it always obtains consistent results from the symptoms of unchanging measurements made at different times. To perform a reliability test, Cronbach's Alpha technique can be used. A research instrument is reliable if it has a reliability coefficient or alpha of 0.6 or more.

Table 1. Recapitulation of Validity and Reliability Test Results

Variable	Item	Validity			Reliability	
		r	p-value	Info	Cronbach's Alpha	Info
Leadership	X _{1.1}	0,609	< 0,001	Valid	0,815	Reliable
	X _{1.2}	0,573	< 0,001	Valid	0,817	Reliable
	X _{1.3}	0,475	< 0,001	Valid	0,829	Reliable
	X _{1.4}	0,511	< 0,001	Valid	0,821	Reliable
	X _{1.5}	0,454	< 0,001	Valid	0,818	Reliable
	X _{1.6}	0,598	< 0,001	Valid	0,814	Reliable
	X _{1.7}	0,651	< 0,001	Valid	0,810	Reliable
	X _{1.8}	0,496	< 0,001	Valid	0,823	Reliable
Communication	X _{2.1}	0,475	< 0,001	Valid	0,815	Reliable
	X _{2.2}	0,517	< 0,001	Valid	0,812	Reliable
	X _{2.3}	0,448	< 0,001	Valid	0,821	Reliable
	X _{2.4}	0,475	< 0,001	Valid	0,821	Reliable
	X _{2.5}	0,484	< 0,001	Valid	0,821	Reliable
	X _{2.6}	0,539	< 0,001	Valid	0,825	Reliable
Work environment	X _{3.1}	0,475	< 0,001	Valid	0,821	Reliable
	X _{3.2}	0,459	< 0,001	Valid	0,821	Reliable
	X _{3.3}	0,511	< 0,001	Valid	0,818	Reliable
	X _{3.4}	0,539	< 0,001	Valid	0,817	Reliable
	X _{3.5}	0,448	< 0,001	Valid	0,826	Reliable
	X _{3.6}	0,481	< 0,001	Valid	0,818	Reliable
	X _{3.7}	0,462	< 0,001	Valid	0,818	Reliable
	X _{3.8}	0,505	< 0,001	Valid	0,817	Reliable
	X _{3.9}	0,607	< 0,001	Valid	0,815	Reliable
	X _{3.10}	0,609	< 0,001	Valid	0,815	Reliable
	X _{3.11}	0,573	< 0,001	Valid	0,820	Reliable
	X _{3.12}	0,484	< 0,001	Valid	0,825	Reliable
	X _{3.13}	0,573	< 0,001	Valid	0,819	Reliable
	X _{3.14}	0,475	< 0,001	Valid	0,821	Reliable
Employee Performance	Y.1	0,573	< 0,001	Valid	0,821	Reliable
	Y.2	0,484	< 0,001	Valid	0,827	Reliable
	Y.3	0,573	< 0,001	Valid	0,820	Reliable
	Y.4	0,488	< 0,001	Valid	0,817	Reliable
	Y.5	0,539	< 0,001	Valid	0,819	Reliable
	Y.6	0,516	< 0,001	Valid	0,817	Reliable
	Y.7	0,539	< 0,001	Valid	0,815	Reliable
	Y.8	0,475	< 0,001	Valid	0,823	Reliable

As evidenced by the validity and reliability tests conducted on the research instrument, as shown in Table 1, the measurement instrument used in this study is both reliable and valid.

Table 2. Summary of Statistical Analysis Results

Variable	Coefficient regression	Coefficient Correlation	t- Calculated	P (sig)	Info
Constant	0,500				
Leadership (X ₁)	0,211	0,101	2,085	0,045	Significant
Communication (X ₂)	0,180	0,088	2,043	0,049	Significant
Work environment (X ₃)	0,487	0,108	4,498	0,000	Significant
R = 0,884					
R ² = 0.782 = 78,2 %					
F-Calculated = 38,175					0,000

Based on multiple linear calculations between the independent variables Leadership (X₁), Communication (X₂), and Work Environment (X₃) affect the dependent variable, namely Employee Performance (Y) Employees at the Office of Education, Culture, Youth and Sports Banggai Laut Regency assisted by the program SPSS Version 22.00 For Window obtained the following regression equation:

$$Y = 0.500 + 0,211X_1 + 0,180X_2 + 0,487X_3$$

The constant value of 0.500 is not influenced by the independent variables, namely Leadership (X₁), Communication (X₂), and Work Environment (X₃), then the Employee Performance variable (Y) is considered constant at 0.500. The value of 0.211 means that if Leadership (X₁) can be displayed by the Leadership appropriately to the Office of Education, Culture, Youth and Sports Office of Banggai Laut Regency following applicable regulations with other variables considered fixed, then Leadership has an effect of 0.211 on Employee Performance. The value of 0.180 means that Communication (X₂) in the Office of Education, Culture, Youth, and Sports of Banggai Laut Regency, if it has adequately occurred according to applicable regulations and norms and other variables, are considered constant communication, has an effect of 0.180 on Employee Performance. The value of 0.487 means that the Work Environment (X₃) in the Office of Education, Culture, Youth, and Sports of Banggai Laut Regency is following the wishes of the employees and has shown the fair and aesthetic value and other variables are considered constant; the Work Environment has an effect of 0.487 on Employee Performance.

The correlation coefficient is used to measure the accuracy of the analytical model used. Based on the analysis results obtained R-value of 0.884; this means that the relationship between the variables of Leadership, communication, and work environment with employee performance has a high or strong correlation because it is in the interval $0.70 < R < 0.90$. Adjusted R Square value is 0.782; it means that 78.2% of employee performance can be explained by changes in the variables of Leadership, communication, and work environment, while the remaining 21.8% is explained by other variables not examined in this study.

Furthermore, to see the effect of each independent variable on the dependent variable through the t-test, by comparing the values between t-count and t-table. If count > t-table, it means that the independent variable (X) influences the dependent variable (Y). vice versa. The table value with a significant level of 5% (0.05) is 2.042. It can be seen in the following table the effect of each independent variable (X) on the dependent variable (Y).

Table 4. Effect of Independent Variables on dependent Variable

Independent Variable	Regression Coefficient (B)	t-calculated	P-(sig)	Contribution	
				r-partial	Percentage
Leadership (X ₁)	0,211	2,085	0,045	0,346	34,6 %
Communication (X ₂)	0,180	2,043	0,049	0,340	34,0 %
Work environment (X ₃)	0,487	4,498	0,000	0,622	62,2 %

Simultaneous testing shows that the regression coefficients 1, 2 and 3, are all significantly 0. The f-count is 38.175 degrees of freedom $n - k - 1 = 66 - 3 - 1 = 32$ then the f-table value is 2.92 so that f-count > f-table or $38.175 > 2.92$. These results indicate that simultaneously the variables of leadership, communication, and work environment affect employee performance.

Discussion

The Influence of Leadership on Employee Performance

Leadership is one of the factors that can affect employee performance. This is shown from the statistical analysis results for testing the first hypothesis, which shows that leadership has a positive and significant influence on employee performance at the Office of Education, Culture, Youth, and Sports of Banggai Laut Regency. The first hypothesis is proven, which states that leadership positively and significantly affects employee performance. This indicates a direct relationship between leadership and employee performance. The influence of leadership variables on employee performance is determined mainly by the eight indicators used: inspiration, admiration, empowerment, showing empathy, explaining an exciting mission, showing confidence, enhancing an image, and providing opportunities for success. Of the eight indicators of leadership, the leader always allows success is the highest response. This means that the Head of Service always motivates his subordinates to succeed and succeed. Furthermore, it is inversely proportional to the leadership always explaining the mission interestingly; this is the lowest response. This means that socialization is needed, and conveying an institution's goals must be improved. The findings of this study illustrate that the leader has the responsibility to create conditions that stimulate members to achieve the specified goals. Leadership is a reflection of one's ability to influence individuals or groups. A leader must maintain harmony between the fulfillment of individual needs with individual direction on organizational goals. An effective leader is a leader who recognizes the essential strengths contained in an individual or group and is flexible in the approach used to improve the performance of the entire organization. The results of this study are supported by research by Mastang, (2010), which concludes that the dominant leadership style variable affects employee performance.

Leadership in government organizations is essential in an era of modern organizations that require democratization in the implementation of work and leadership. Leadership is the art of mobilizing all available resources to achieve goals with strategies adapted to environmental conditions (Alvesson & Einola, 2019). The possible result of poor leadership is a decrease in employee performance, which will impact a decrease in the organization's total performance (Megawaty et al., 2021). Leadership is a way for leaders to influence other people or their subordinates so that that person is willing to do the leadership's will to achieve organizational goals even though personally it may not be liked. According to Daniëls et al. (2019), leadership has a strong positive effect on performance and has a significant effect on organizational learning. This finding indicates that a leader's leadership is very influential on the performance of his subordinates; in addition to getting good performance, it is also necessary to provide learning to his subordinates. This study also proves that leadership has a positive and significant influence on employee performance. This positive influence indicates a unidirectional influence between leadership and employee performance, or in other words, employee performance is high with good leadership. While this significant influence shows that leadership has a significant (meaning) effect on employee performance.

The Effect of Communication on Employee Performance

Communication is one of the factors that can affect employee performance. This is shown from the statistical analysis results for testing the second hypothesis, which shows that the communication variable has a positive and significant influence on employee performance. In other words, if communication is increased by one unit, employee performance will increase. Of the six communication indicators, the information conveyed can be quickly understood and responded to well by the recipient is the highest response; this means that the Head of Service always provides accurate information so that the completion of employee tasks can be achieved according to the specified target and employees are always ready to carry out the assigned task. Furthermore, it is inversely proportional to the leadership always providing information quickly and precisely and the leader conveying information in a clear and well-

accepted method; this is the lowest response, this means that the leader in conveying a piece of information should be faster and on target and the method used is the most appropriate. Clear so that subordinates feel easy to understand and be interpreted. The results of this study indicate that the second hypothesis is proven. Muderana, (2017) concludes that changes in employee performance are influenced/determined by changes from Internal Communications, but not vice versa. If the Internal Communication variable has increased, it will automatically be followed by an increase in the Employee Performance variable and vice versa. The results of this study indicate the affirmation that no group can survive without communication, namely the transfer of intent between its members. Information and ideas can be conveyed by conveying meaning from one person to another. Communication, however, is more than conveying meaning. Communication must also be understood; therefore, communication must include the delivery and understanding of meaning.

Communication serves to control the behavior of its members in several ways (Putri, 2018). Organizations have hierarchical authority and formal guidelines that their members are required to follow. Communication maintains motivation by explaining what needs to be done, how well they are doing it, and what can be done to improve performance if it is below standard. Communication is one of the most frequently discussed dynamics in all areas of organizational behavior but is seldom fully understood. In practice, effective communication is an essential prerequisite for achieving organizational structure and human resource management. Communication is how an idea is transferred from a source to one or more recipients to change their behavior. Humans are social beings who are dependent, independent, and interrelated with other people in their environment. The only tool to achieve close relationships with other people in their environment is communication, both through verbal and non-verbal language. Communication is the process of sharing meaning through verbal and nonverbal behavior. Any behavior can be called communication if it involves two or more people. In carrying out their duties, employees often encounter difficulties conveying ideas, directions, or orders so that they can be understood, accepted, and implemented. Irregularities, incompetence, or inability to communicate are indications that the leader's ability to communicate is not good.

The ability of an employee to communicate can be seen from his ability to build a team. Teamwork has a high probability of producing high-quality results, lowering costs, and increasing employee morale. Communication is an essential bridge in any teamwork. Communication is the leading supporter so that the leadership function can be practical because weak communication skills often cause leadership failure. There are even those who say that communication failures cause 70% of work failures. According to Mahadewi et al. (2012), one-factor affecting employee work performance is communication because the smoother and faster the communication, the faster it can build good working relationships. The existence of cooperation between human resources in the organizational environment that is well established will be able to improve the performance of the organization or company in a good direction as well. Communication within the organization is a process that is carried out to build similarities between people who cooperate to achieve the goals that have been set. How should messages within the organization as information that shows what and how the organization's plans should be carried out to achieve goals should not be misinterpreted due to various factors, one of which is the wrong interpretation among existing organizational units. Instructions for implementing work as a source of information should guide achieving goals implemented in the organization. The success of leadership carried out by a leader cannot be separated from how he can carry out communication correctly with his members. His leadership is widely supported in order to provide usefulness to fellow members of the organization. That he is a driving factor in the organization's overall success builds a standard view, which becomes the goal in the communication process within the organization.

Effect of Work Environment on Employee Performance

The work environment is one of the factors that can affect employee performance. This is shown from the statistical analysis results for testing the third hypothesis, which shows that the work environment has a positive and significant influence on employee performance. Of the fourteen indicators of the work environment, the office layout provides comfort in working is the highest response. This means that the Head of Service gives breadth to his subordinates to arrange the office layout so that every employee who works always feels calm and comfortable. Furthermore, it is inversely proportional to the size of the existing workspace, which provides flexibility to do tasks; this is the lowest response, which means that the condition of the office space does not meet service standards. Therefore it is hoped that the local government can build a more representative office. The results of this study indicate that the third hypothesis proposed is proven to state that the work environment has a positive and significant effect on employee performance. These physical factors include air temperature in the workplace, workspace area, noise, density, and crowding. These physical factors greatly influence human behavior. The findings of this study reveal that the work environment is one of the essential factors in creating employee performance because the work environment directly influences employees in completing work, which will ultimately improve organizational performance. A working environment condition is good if employees can carry out activities optimally, healthy, safe, and comfortable. Therefore, the determination and creation of a good work environment will significantly determine achieving organizational goals. On the other hand, if the work environment is not good, it will reduce motivation and morale and ultimately reduce employee performance. A good and pleasant work environment will improve employee morale and work sincerity. Good communication and cooperation between all organization components, good work equipment, comfortable workspace, protection against hazards, good ventilation, adequate lighting, and cleanliness can increase work efficiency. Thus a good work environment for employees will create morale and can improve employee performance. So it can be said that the work environment is proven to significantly influence employee performance. Therefore, employees must always try to maintain the tidiness and cleanliness of the workspace so that it is comfortable when occupied, especially when working.

CONCLUSIONS

The results of this study indicate that partially and simultaneously, there is a significant influence between leadership, communication, and work environment on employee performance. It can be concluded that solid leadership and strong management are essential factors for optimizing organizational effectiveness. Organizations that successfully achieve their goals and fulfill their social responsibilities will depend significantly on their managers (leaders). If managers can carry out their functions well, the organization will likely achieve its goals. An organization needs an effective leader who can influence the behavior of its members or subordinates. So, a leader or head of an organization will be recognized as a leader if he can have influence and direct his subordinates towards achieving organizational goals. Communication is essential for all organization functions because the operational and management systems are driven by communication. Organizations must be able to overshadow activities between employees in carrying out their duties through communication to equalize perceptions between employees and their superiors. Effective communication can be shown by improving employee performance because it has succeeded in showing good cooperation. The variety of duties and obligations of employees as a manifestation of some of the general tasks of government and state development requires all bureaucratic apparatus to carry out the tasks assigned to them effectively and efficiently. This, of course, can be seen from the ability to adapt to the office environment, cooperation, skills and abilities, and work performance achieved. From this study, it is suggested that the head of the Department of Education, Culture, Youth, and Sports of Banggai Laut Regency should be able to give more attention to aspects of leadership,

communication, and the work environment of employees in order to improve employee performance so that organizational goals can be realized.

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