

Employee Performance and The Influence of Leadership Style and Work Environment

Muhammad Ridwan^{1*}, HD. Melva Sitanggang², Amril Anas³

^{1*,2,3}Institut Bisnis dan Komputer Indonesia, Jl. Kolam No.41, Kenangan Baru, Kec. Percut Sei Tuan, Deli Serdang Regency, North Sumatra 20223

ARTICLE INFO



Email Correspondence:

muhri753@gmail.com

Keywords:

Leadership Style; Work Environment;
Employee Performance

DOI:

<https://doi.org/10.33096/mb.v10i2.626>

ABSTRACT

The purpose of this research is to ascertain the impact of Leadership Style and Work Environment on Employee Performance at the PT Jaya Sari Arta Sei Rotan Branch. This study use quantitative tools and an associative approach to causal linkage. In this study, the population consists of all 25 employees of PT Jaya Sari Arta Sei Rotan Branch. And 25 participants were chosen as a sample to be used as respondents in this study. The sample strategy employs saturation sampling techniques in conjunction with a nonprobability sampling approach. Data is gathered via distributing and distributing questionnaires, which will be completed by 25 respondents. Using the SPSS 17 programme, the data analysis technique employs the validity test, reliability test, classical assumption test (normality test, multicollinearity test, and heteroscedasticity test), multiple linear regression test, hypothesis testing (t test, f test, and coefficient of determination test (R²). The findings revealed that Leadership Style has a partially positive and significant effect on Employee Performance. Employee Performance is influenced in part by the work environment. Employee performance at PT Jaya Sari Arta Sei Rotan Branch is influenced by both leadership style and work environment.

ABSTRAK

Tujuan penelitian ini adalah untuk mengetahui pengaruh Gaya Kepemimpinan dan Lingkungan Kerja Terhadap Kinerja Karyawan PT Jaya Sari Cabang Arta Sei Rotan. Penelitian ini menggunakan alat kuantitatif dan pendekatan asosiatif dengan hubungan sebab akibat. Dalam penelitian ini populasinya terdiri dari seluruh karyawan PT Jaya Sari Cabang Arta Sei Rotan yang berjumlah 25 orang. Dan dipilih 25 partisipan sebagai sampel untuk dijadikan responden dalam penelitian ini. Strategi pengambilan sampel menggunakan teknik sampling jenuh yang dipadukan dengan pendekatan nonprobability sampling. Pengumpulan data dilakukan melalui penyebaran dan penyebaran kuesioner yang diisi oleh 25 responden. Dengan menggunakan program SPSS 17, teknik analisis datanya menggunakan uji validitas, uji reliabilitas, uji asumsi klasik (uji normalitas, uji multikolinearitas, dan uji heteroskedastisitas), uji regresi linier berganda, uji hipotesis (uji t, uji f, dan koefisien korelasi). Uji determinasi (R²) Hasil penelitian menunjukkan bahwa Gaya Kepemimpinan berpengaruh positif dan signifikan secara parsial terhadap Kinerja Karyawan. Kinerja Karyawan dipengaruhi sebagian oleh lingkungan kerja. Kinerja Karyawan PT Jaya Sari Cabang Arta Sei Rotan dipengaruhi oleh kedua gaya kepemimpinan tersebut. dan lingkungan kerja.



This work is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/).

INTRODUCTION

In the contemporary era of globalisation, intensified commercial competition necessitates a heightened emphasis on the significance of quality and competent human resources within a company. (Straková & Váchal, 2019). Human resources play a crucial part in the effective management of organisations, serving as a key component in the attainment of organisational objectives. Professionals possessing appropriate qualifications in the field of human resources have the capacity to generate novel ideas, facilitate the development of innovative products and services,

and formulate strategic approaches that enable organisations to maintain their competitiveness within a dynamic global market. The efficacy of technology in the contemporary digital era is not just pivotal for the triumph of an organisation; rather, the primary asset is in the proficiency of individuals responsible for its administration. (Darmadi, 2022).

Human beings possess the cognitive capacity to discern and recognise particular issues that necessitate resolution, subsequently formulating and devising appropriate remedies. This implies that the technology has the capability to be tailored in order to fulfil particular requirements. The ability of individuals to recognise, quantify, and effectively control the potential hazards linked to technological advancements is a characteristic unique to human beings. (Gunina et al., 2020). Additionally, they have the ability to formulate solutions aimed at mitigating these risks. Within this particular setting, technology serves just as a tool with the capacity to augment and broaden human skills. The efficacy of organisations in the digital era is heavily contingent upon the capacity of individuals to effectively oversee, amalgamate, and guide these technologies in alignment with the objectives and principles of the organisation. (King & Sinurat, 2020).

Performance is a significant determinant in the field of human resources. It refers to the extent to which an activity, programme, or policy successfully achieves the goals, objectives, vision, and mission outlined in an agency's strategic plan. (Yugusna et al., 2016). The achievement of high performance is known to have a positive impact on both productivity and operational efficiency. High-performing employees demonstrate the ability to efficiently and effectively accomplish tasks. In accordance with Moeheriono's findings, Suwanto (2019), The term "performance" derives its significance from the concepts of job performance, and is sometimes referred to as actual performance, work performance, or the tangible accomplishments attained by an individual.

Enhancing employee performance poses significant challenges due to the interplay of two key factors: leadership style and work environment. (Dessler, 2010). The leadership style employed by a supervisor or anyone in a position of authority significantly influences the levels of employee motivation, commitment, and performance. An effective leadership style characterised by support, clear guidance, and motivation has the ability to foster the realisation of employees' maximum capabilities. Conversely, an autocratic or less nurturing leadership approach may impede employee performance.

Effective leadership plays a crucial role in mitigating employee misconduct and enhancing their performance. The achievement of company targets is inherently intertwined with an employee's performance, which cannot be dissociated from the impact of leadership style. Based on the available evidence, it can be concluded that Thoha (2006), The concept of leadership style pertains to the behavioural patterns adopted by individuals in their efforts to influence the actions of others. From this perspective, it can be inferred that effective leaders possess a superior degree of cognitive abilities compared to their subordinates, alongside a strong drive for motivation and achievement. Leadership has a crucial role in facilitating and coordinating the utilisation of people resources, natural resources, funds, and other necessary methods to effectively attain specific objectives. (Schermerhorn Jr. et al., 2011). Leadership is a fundamental component of managerial dynamics within organisational contexts, occupying a pivotal role in facilitating harmonious collaboration among individuals within the organisation. Leadership plays a pivotal role as a dynamic force that fosters, inspires, and orchestrates the collective efforts of an organisation

towards the attainment of a certain objective. (Titisari, 2016).

In addition to enhancing leadership styles as a means to enhance employee performance, it is imperative to consider the significance of the work environment. A conducive work environment plays a pivotal role in facilitating the execution of tasks, hence fostering employee motivation and commitment towards attaining organisational objectives. In accordance with Kusriyanto's findings, Tolu et al., (2021), The performance of an employee can be influenced by various factors, one of which is the work environment. An employee's performance is greatly influenced by the work environment in which they operate. When an employee is provided with a supportive and conducive work environment, they are more likely to achieve optimal performance. Conversely, an inadequate and unsupportive work environment can lead to decreased motivation, increased fatigue, and ultimately, lower performance levels for the employee in question. (Febbyani & Masman, 2019).

A conducive work environment fosters circumstances that enable people to perform their tasks efficiently and have a sense of motivation. This encompasses various elements, namely effective communication, collaborative efforts among peers, accessible amenities, and policies that promote a harmonious work-life equilibrium. (Yugusna et al., 2016). On the other hand, a work atmosphere that is poisonous or lacks support can result in a decline in performance and a sense of discontentment among employees. An optimal work environment has the capacity to foster employee satisfaction and leave a lasting impression on those who consistently demonstrate high levels of performance. (Schermerhorn Jr. et al., 2011).

PT. Jaya Sari Arta was founded in 2007 and commenced operations in the same year. The foundation of this company was in response to the government's energy conversion policy, which involved transitioning from kerosene to Liquefied Petroleum Gas (LPG). The parent company, known as PT. Jaya Sari Arta, has its headquarters located in Medan, specifically in Pasar V Barat Komplek MMTC Ware House Block B-29. The Sei Rotan Branch of PT Jaya Sari Arta, situated at Jalan Medan Batang Kuis, Hamlet 3, Sei Rattan Village, Percut Sei Tuan District, Deli Serdang Regency, is responsible for the distribution of LPG gas in three different measurements: 3kg, 12kg and 50kg. This branch employs a total of 25 individuals to carry out these distribution tasks. Drawing from many descriptions and reflections The research challenge at hand pertains to the potential positive and significant impact of leadership style and work environment on employee performance. The objective of this study is to ascertain the individual and combined effects of leadership style and work environment on employee performance. The subsequent section will delineate the theoretical studies and research techniques, followed by an exposition of the results and subsequent debate.

Employee Performance

The viewpoints of various experts were shared on the topic of employee performance. Colquitt, LePine, and Wesson argued that performance can be defined as the measure of worker behaviours that have an impact, either positively or negatively, on the achievement of organisational objectives. An alternative perspective posits that performance serves as a means to establish clear expectations for individual employees or teams, enabling them to maintain a concentrated effort towards achieving successful performance through the careful consideration of

goals, metrics, and evaluations. According to Cascio and Wibowo (2019), Alternative viewpoints argue that performance is a direct outcome of efforts directed towards achieving organisational objectives, encompassing factors such as quality, efficiency, and other indicators of effectiveness. According to Gibson, Ivancevich, Donnelly, and Konopaske (year), Wibowo et al. (2022).

Philip Moon, Titin Maryati in Sudaryo et al. (2019), saying that employee performance is determined by skills and knowledge, available resources, existing quality and management style, and motivation. According to Tika P in Sudaryo et al. (2019) Performance refers to the outcomes of an individual or group's job function or activity within an organisation. It is influenced by a multitude of circumstances and is aimed at achieving the organisational objectives within a specific timeframe. Company performance refers to the extent to which desired outcomes are attained in order to meet the objectives set by the organisation. Based on comprehension Performance can be defined as the outcome of the efforts exerted by an individual or collective entity during a specific timeframe. Employee performance is a metric that may be utilised to assess the juxtaposition of task execution outcomes and the duties assigned by the organisation within a specific timeframe. It serves as a means to gauge work performance.

The performance of employees is influenced by a multifaceted interplay of internal elements inherent to the employees themselves, as well as external influences that exert an impact on them. Factors that contribute to performance include knowledge, abilities, competences, job motivation, personality traits, attitudes, and behaviours. External variables encompass several elements that influence the dynamics inside an organisational setting. These aspects comprise the leadership style exhibited by superiors, the interrelationships among employees, and the overall work environment in which employees operate. (Lestary & Chaniago, 2017).

The performance of employees is significantly influenced by their level of knowledge and skills required to effectively carry out their assigned jobs and obligations. The enhancement of employees' knowledge and abilities can be facilitated through training and development initiatives. Motivation has a crucial role in exerting influence on employee performance. Employees who are motivated exhibit a higher level of enthusiasm and determination in attaining objectives and producing optimal outcomes. The performance of an employee can also be influenced by their personality, attitude, and behaviour. Employees that possess a pleasant attitude, effective communication skills, and exhibit professional behaviour have a tendency to exhibit superior performance.

Positive interpersonal dynamics among employees, characterised by collaborative efforts, proficient exchange of information, and mutual assistance, have the potential to enhance overall organisational productivity. On the other hand, interpersonal conflicts and tensions among personnel have the potential to impede overall performance. Effective human resource management entails the comprehensive comprehension and proficient control of several aspects. Efficient organisations endeavour to establish a conducive atmosphere that fosters the growth and advancement of employees, instills motivation within them, and effectively utilises their expertise and competencies to attain overarching organisational objectives.

The influence of the supervisor or direct leader's leadership style on staff motivation and performance is significant. Leaders that provide support and motivation have a tendency to enhance the performance of their employees. A number of scholars and professionals have

provided their perspectives on the topic of leadership style. According to Sutarto and Tohardi, in Sutrisno (2010), The behavioural approach posits that a leader's effectiveness and adaptability are contingent upon their leadership style, which encompasses their attitude and actions towards their subordinates. Tampubolon (year) posits that leadership style is a crucial aspect in organisational dynamics. (Tolu et al. (2021), Behaviour and strategy in leadership can be understood as a synthesis of ideologies, skills, qualities, and attitudes that leaders employ to exert influence over the performance of their subordinates. The leadership style pertains to the behavioural patterns exhibited by top executives and senior management, which have a crucial role in the attainment of organisational objectives. (Waworundeng et al., 2021). Leadership style according to Hasibuan in Febbyani (2019), is how a leader can influence the behavior of his subordinates in order to work together productively to achieve organizational goals.

According to Thoha (2006), The concept of leadership style refers to the customary pattern of behaviour employed by an individual in their efforts to exert influence over the actions of others, as perceived by the individual themselves. It may be inferred that effective leadership necessitates a superior level of cognitive aptitude in comparison to those under their guidance, as well as a strong inclination towards motivation and a passion for achievement. (Thoha, 2006).

Effective leaders have the ability to inspire and encourage staff through many means, such as acknowledging their achievements, offering constructive praise, and presenting them with suitable opportunities for growth and development. The presence of inspiring and supportive leadership has the potential to enhance employee morale and motivation, hence fostering increased effort and the attainment of organisational objectives. (Tolu et al., 2021). Leaders who effectively communicate the vision and objectives of the organisation can facilitate employees' comprehension of their roles and responsibilities. The act of providing guidance to employees facilitates the alignment of their efforts towards predetermined objectives, hence enabling the attainment of intended outcomes. (Karneli, 2022).

Leaders have the capacity to offer employees various forms of support, including as training, mentorship, and additional resources, with the aim of enhancing their competence in their respective roles. Effective communication is an integral component of good leadership. (McGee & Sammut-Bonnici, 2015). Effective leadership necessitates the ability to actively engage in attentive listening and articulate ideas with precision and clarity. Effective communication plays a crucial role in mitigating both misunderstanding and disagreement, hence exerting a detrimental impact on performance outcomes. The provision of emotional and practical support by leaders to employees in their efforts to overcome difficulties and adversity has the potential to enhance their performance. (Putra et al., 2022). There is a positive correlation between employees who perceive support from their superiors and their overall job performance.

The performance of employees can be significantly influenced by the work environment, which encompasses factors such as organisational culture, norms, and the physical facilities in which they operate. Research has shown that the presence of a supportive and inspiring workplace has a positive impact on productivity levels. Several experts provide their perspectives on the work environment, which encompasses several factors that can impact employees' task performance, including hygiene, music, lighting, and other elements. (Siagian & Khair, 2018). The work environment encompasses various elements, including the equipment and materials utilised, the

physical surroundings in which an individual carries out their work, their work methodologies, and the arrangements made for individual and group tasks. According to Sedarmayanti, Siagian & Khair (2018). While the work environment according to Saydam, Rahmawanti et al in (Febbyani & Masman, 2019), The work environment encompasses the collective facilities and infrastructure available to employees while carrying out their professional responsibilities, which might exert an influence on their work performance. The quality of the work environment can be deemed favourable when employees are able to perform their tasks with maximum efficiency and in a comfortable manner. Hence, it can be posited that the organisational milieu exerts a significant influence on the efficacy of employee performance outcomes. Yugusna et al. (2016).

In general, the work environment encompasses a setting in which employees can experience a sense of ease and freedom to engage in their tasks and express themselves, so fostering self-motivation to uphold job quality while simultaneously ensuring a comfortable atmosphere conducive to productivity. Based on the perspectives shared by the aforementioned experts, it can be posited that the work environment encompasses all elements surrounding employees that have the potential to influence their ability to fulfil their assigned responsibilities inside the organisation. (Wibowo et al., 2022). In a broader sense, the comprehension of the work environment pertains to the prevailing conditions and ambiance within which employees perform their tasks with maximum efficiency. 1) The workplace's physical environment exerts a substantial influence on multiple dimensions, encompassing performance, satisfaction, social interactions, and employee health. According with Sedarmayanti's (2013) research, the physical work environment (2013) in Yugusna et al., (2016) All physical conditions present in the workplace have the potential to impact employees, either directly or indirectly. 2) The concept of non-physical work environment refers to the condition of an employee's workplace characterised by a harmonious atmosphere conducive to work, wherein there exists effective communication and relationships between subordinates and superiors (vertical relationships), as well as among colleagues (horizontal relationships).

H1: Leadership Style (X1) affects the Performance (Y) of Employees at PT. Jaya Sari Arta Sei Rattan Branch,

H2: Work Environment (X2) affects the Performance (Y) of Employees at PT. Jaya Sari Arta Sei Rattan Branch,

H3: Leadership Style (X1) and Work Environment (X2) together affect the Performance (Y) of Employees at PT. Jaya Sari Arta Sei Rattan Branch,

RESEARCH METHODS

The research methodology employed in this work is the quantitative associative approach, specifically focusing on establishing causal correlations. Tarsito, (2014), The causal link The associative technique is a research approach that examines the relationship between two or more variables, specifically focusing on causal correlations. The research population comprises all employees affiliated with PT. Jaya Sari Arta Sei Rattan Branch. This study used the Nonprobability sample approach, namely the Saturated Sampling technique, as the chosen sample strategy. the given information, it may be concluded that Tarsito, (2014) Nonprobability sampling is a sampling method that does not ensure equal chances for all elements or members of the population to be

chosen as a sample. This study used the Saturated Sampling approach, which involves the inclusion of all individuals of the population as samples. This study focused on a sample population consisting of 25 employees from PT. Jaya Sari Arta Sei Rattan Branch.

This study employs both qualitative and quantitative data. Qualitative data refers to information acquired by research instruments that elicit responses consisting of words or symbols. King & Sinurat (2020). Quantitative data refers to information that is derived from an established data source and encompasses numerical values pertaining to existing phenomena. The term "availabl" is commonly used to refer to something that is accessible or obtaine (King & Sinurat, 2020).

According to Tarsito, (2014), Data collection techniques are the most strategic step in research, because the main goal in research is to obtain data. In this study, data collection was carried out using observation techniques (observation), questionnaires (questionnaires), interviews, and documentation. After all the data is collected, several stages of research are carried out, namely 1) Validity Test and Reliability Test. 2) Test Classical Assumptions. 3) Multiple Linear Regression Analysis, 4) Test Hypothesis

RESULTS AND DISCUSSION

Results

Validity Test Results and Reliability

The validity test for the Pearson correlation coefficient was conducted on the Leadership Style (X1), Work Environment (X2), and Employee Performance (Y) tests. The obtained correlation coefficient value was found to be greater than the critical value (r table) at a significance level determined by the degrees of freedom (N-2), which in this case was 23. The obtained correlation coefficient was 0.352. Based on the obtained findings of the validity tests, namely the Leadership Style validity test ($0.574 > 0.352$ table r values), the Work Environment validity test ($0.490 > 0.352$ table r values), and the Employee Performance validity test ($0.688 > 0.352$ table r values), it may be inferred that the test under consideration demonstrates validity.

The reliability tests conducted on Leadership Style (X1), Work Environment (X2), and Employee Performance (Y) demonstrate higher levels of dependability compared to the Cronbach's alpha score of 0.6. The obtained Cronbach's alpha coefficients for the Leadership Style, Work Environment, and Employee Performance measures were 0.836, 0.789, and 0.679, respectively. These values indicate that the reliability of the measures is satisfactory, as they exceed the commonly accepted threshold of 0.6. Therefore, it may be inferred that the outcomes of this examination exhibit a high degree of dependability.

The resulting regression equation may be expressed as $Y = 27.143 + 0.081X1 + 0.345X2 + e$, where Y represents the dependent variable, X1 and X2 represent the independent variables, and e is the error term.

1. A constant value of 27.143 states that if all independent variables of Leadership Style (X1) and Work Environment (X2) were considered constant or 0, then (Y) would be 27.143.
2. The Leadership Style Coefficient of 0.081 indicates that every addition of Leadership Style by one (1) unit, will be followed by a decrease in Employee Performance of 0.081.
3. The Work Environment Coefficient of 0.345 indicates that every addition to the Work

Environment by one (1) unit, it will be followed by a decrease in the value of Employee Performance by 0.345

Test T Results (Partial)

Test results T Effect of Leadership Style (X1) on Employee Performance (Y)

The obtained t value from the analysis is 2.861, however the critical t value from the t-table is 2.074. The obtained t value (2.861) exceeds the critical t value from the table (2.074), leading to the rejection of the null hypothesis (H0) and acceptance of the alternative hypothesis (H1). According to the author's analysis, it can be inferred that there is a partial and statistically significant positive relationship between Leadership Style and Employee Performance.

Test results T The Effect of Work Environment (X2) on Employee Performance (Y)

The computed t value obtained was 2.084, which exceeds the critical t value of 2.074 from the t-table. The obtained t value (2.084) exceeds the critical t value from the table (2.074), leading to the rejection of the null hypothesis (H0) and acceptance of the alternative hypothesis (H1). The author's conclusion suggests that the Work Environment has a limited but positive impact on Employee Performance.

F Test Results (Simultaneous)

The computed F value is 3.54, however the critical F value from the table is 3.44. The computed F value exceeds the critical F value from the table ($3.54 > 3.44$), leading to the rejection of the null hypothesis (H0) and acceptance of the alternative hypothesis (H1). The author's conclusion is that the combined influence of Leadership Style and Work Environment has an impact on Employee Performance.

Test Results of Coefficient of Determination (R2)

The derived Adjusted R Square value of 0.114, or 11.4%, indicates the proportion of variance in Kayawan's Performance that can be attributed to the combined effects of Leadership Style and Work Environment. The remaining 88.6% of the variance is impacted by factors not examined in this study.

Discussion

The Influence of Leadership Style on Employee Performance of PT. Jaya Sari Arta Sei Rattan Branch

The preliminary findings indicate that there is a significant relationship between Leadership Style and Employee Performance. Based on the findings of the hypothesis test conducted using the t-test on the variable of Leadership Style, a t value of 2.861 was obtained. Comparing this value to the critical value of 2.074 from the t-table, the null hypothesis (H0) is rejected, and the alternative hypothesis (H1) is accepted. This implies that the Leadership Style exhibits a partial positive and statistically significant impact on Employee Performance.

The findings of this study align with the research conducted by Amril (2017) titled "The Influence of Work Discipline and Leadership Style on Employee Performance." According to the results of the t-test, it was observed that leadership style has a partially favourable and statistically

significant impact on performance. According to a study conducted by Anastasia Febbyani and Ronnie Resdianto Masman (2019), titled "The Influence of Leadership Style, Compensation, and Work Environment on Employee Performance at PT. Apatel," it was found that leadership style had a positive and significant impact on employee performance.

The tasks of a leader in an organisation encompass staff development and the establishment of a motivational climate conducive to fostering high levels of performance. The selection of a leadership style by a leader can exert a substantial influence on the performance and motivation of staff members. A leadership style refers to a consistent and recurring set of behaviours and strategies employed by a leader to exert influence and inspire individuals within an organisational or work group context. The manner in which a leader engages with team members or subordinates has a significant impact on how they are perceived, how they react, and how effectively they collaborate with said leader.

Leadership styles comprise a multitude of elements, such as the manner in which a leader engages in decision-making, communicates with others, delivers feedback, handles problems, and encourages the team. Each leader possesses an own leadership style, which may undergo transformation through time or adapt to the prevailing circumstances. (Siagian & Khair, 2018). The efficacy of a leadership style is contingent upon the specific setting, tasks at hand, and individuals comprising the group. Hence, an effective leader have the capability to adapt their leadership approach in response to varying circumstances and requirements, with the ultimate objective of attaining desired outcomes and fostering consensus within their organisation or team.

The Influence of the Work Environment on the Performance of PT. Jaya Sari Arta Sei Rattan Branch

The preliminary findings indicate that there is a correlation between the Work Environment and Employee Performance. Based on the findings from the hypothesis test conducted using the t test on the Work Environment variable, a computed t value of 2.084 was obtained. Referring to the t table with a critical value of 2.074, the null hypothesis (H0) is rejected, while the alternative hypothesis (H1) is accepted. This implies that the work environment has a partially favourable impact on employee performance.

The findings of this study align with the research carried out by Budi Cahaya (2017) titled "The Influence of Leadership Style and Work Environment on Employee Performance in an Islamic Perspective (Case Study of PT Asyki)", which asserts that work environment factors exert a noteworthy impact on employee performance. In addition to the prior study conducted by Maya Agustin Mandey and Victor P.K Lengkong (2015), titled "The Effect of Compensation, Leadership Style, and Work Environment on Employee Performance: A Case Study at the Faculty of Economics and Business, Unsrat." The findings of the Statistical Test, namely the t test, indicate that there is a significant and positive relationship between the work environment and employee performance at the Faculty of Economics and Business Unsrat. The study indicates that the work environment has the least significant impact on employee performance.

A conducive work environment is characterised by individuals who have a sense of engagement and has the capacity to achieve optimal performance. A supportive work environment is characterised by several attributes that foster employee engagement and enhance their performance. These attributes encompass an organisational culture that promotes open and

transparent communication, enabling employees to freely discuss matters, offer feedback, and seek clarification without apprehension. This fosters a perception of active involvement and contributes to employees' sense of being acknowledged.

Leaders that demonstrate support, empathy, and comprehension towards the needs of their employees have the ability to cultivate a favourable work environment. Effective leadership plays a pivotal role in fostering employee engagement and facilitating the attainment of organisational objectives. By offering motivation and establishing a clear sense of direction, leaders can cultivate a work environment that encourages active participation and commitment from employees. Furthermore, acknowledging and incentivizing staff accomplishments has proven to be a successful strategy for enhancing employee motivation and engagement. Employees who perceive themselves as being valued by their organisation are more likely to exhibit heightened levels of enthusiasm and dedication in the execution of their professional responsibilities.

The establishment of a work environment that fosters support is a crucial strategic endeavour that contributes significantly to the sustained prosperity of an organisation. When employees have a sense of engagement and empowerment, they are inclined to exhibit higher levels of dedication, productivity, and job satisfaction. Consequently, this can have a positive impact on the attainment of organisational objectives.

The Influence of Leadership Style and Work Environment Simultaneously on the Performance of PT. Jaya Sari Arta Sei Rattan Branch

The findings from concurrent examinations indicate that both Leadership Style and Work Environment have a simultaneous impact on Employee Performance. The F value obtained by calculation is 3.54. Based on the outcomes of the hypothesis test conducted using the F test, it can be concluded that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. This determination is based on the observation that the calculated F value (3.54) exceeds the critical F value from the F table (3.44). This implies that both Leadership Style and Work Environment have a simultaneous impact on Employee Performance.

The findings of this study are consistent with the research conducted by Suwanto (2019) titled "The Influence of Leadership Style and Work Environment on the Performance of Telesales Unit Employees at PT. BFI Finance Indonesia Tbk." Suwanto's study concluded that the combined impact of leadership style and work environment significantly affects the performance of telesales unit employees at PT BFI Finance Tbk. In addition to the prior study conducted by Budi Cahaya (2017), titled "The Influence of Leadership Style and Work Environment on Employee Performance in an Islamic Perspective (Case Study of PT Asyki)," it was found that the variables of leadership style and work environment collectively exert a substantial impact on the work environment of Indonesian family employees at PT Asyki.

The relationship between leadership style and work environment can exert a mutual effect and interaction. The ability of leaders to establish a conducive work environment is associated with their effectiveness, while reciprocally, a work environment that fosters support can impact the leadership style of individuals in positions of authority. An illustration of this would be a democratic leader who establishes a professional setting that fosters active involvement and cooperative efforts. A leadership style that is inspiring and a work environment that is encouraging

have the potential to enhance employee motivation and engagement. There is a positive correlation between employees who experience inspiration from their leaders and perceive support from their work environment, and their level of motivation to achieve optimal performance.

The relationship between leadership style and work environment is frequently interconnected. An effective leader possesses the ability to establish and foster a conducive work environment, which in turn can facilitate the leader's efforts in motivating and providing guidance to people. The collaboration between these two factors exerts an impact on the overall performance of employees. In general, the relationship between leadership style and work environment is mutually influential and has a discernible effect on employee performance. The amalgamation of these two factors has the potential to foster a conducive work environment that facilitates the development, drive, and exceptional performance of both team members and employees.

CONCLUSION

Based on the findings of the research conducted on "The Influence of Leadership Style and Work Environment on Employee Performance at PT. Jaya Sari Arta Sei Ratan Branch," numerous conclusions may be drawn. The Leadership Style variable was subjected to a hypothesis test using the t test. The resultant t value was 2.861, whereas the critical t value from the table was 2.074. The obtained t value of 2.861 exceeds the critical t value of 2.074 from the t-table. Therefore, the null hypothesis (H0) is rejected in favour of the alternative hypothesis (H1). The author's conclusion is that there is a partial impact of Leadership Style on Employee Performance. 2) The results of the hypothesis test conducted on the Work Environment variable yielded a calculated t value of 2.084, which slightly exceeded the critical t value of 2.074 derived from the t table. The obtained t value of 2.084 exceeds the critical t value of 2.074 from the t-table. Consequently, the null hypothesis (H0) is rejected in favour of the alternative hypothesis (H1). The author's conclusion suggests that there is a partial influence of the work environment on employee performance. According to the data shown in Table 4.13, the computed F value is 3.54, however the critical F value from the table is 3.44. The F value of 3.54, which exceeds the critical F value of 3.44 from the F value table, leads to the rejection of the null hypothesis (H0) and the acceptance of the alternative hypothesis (H1). The author's conclusion is that the combined influence of Leadership Style and Work Environment has an impact on Employee Performance.

Based on the findings of this study, it is recommended that future research focus on the impact of leadership style and work environment on employee performance, thereby contributing to the existing literature on Human Resource Management in IBK Indonesia. The purpose of this research is to give PT. Jaya Sari Arta Sei Ratan Branch with valuable insights and information regarding the impact of leadership style and work environment on employee performance. It is anticipated that this study will serve as a valuable resource for the company in making informed decisions and implementing strategies to enhance employee performance. In order to facilitate a comprehensive evaluation of the company's internal regulations designed to align with organisational objectives, it is imperative to enable potential collaborations with external entities. This research has the potential to yield benefits for the firm under investigation as well as other companies within the sector. It can shed light on areas that may require improvement in order to enhance the organisation's focus on the independent and dependent variables employed in this study.

REFERENCES

- Darmadi, D. (2022). Human resource management strategies in increasing competitive advantage. *Equator Journal of Management and Entrepreneurship (EJME)*, 10(02), 85–92. <https://dx.doi.org/10.26418/ejme.v10i02.55150>
- Dessler, G. (2010). Human resource management (tenth ed.). West Jakarta: PT Index.
- Febbyani, A., & Masman, R. R. (2019). The influence of leadership style, compensation, and work environment on employee performance at PT. Apatel. *Journal of Managerial and Entrepreneurship*, 1(4), 725–735. <https://doi.org/10.24912/jmk.v1i4.6551>
- Gunina, I. A., Reshetov, V. V., Logunova, I. V., Pestov, V. U., Dudareva, O. V., & Kalashnikova, I. A. (2020). Improvement and Development of Human Resources of an Enterprise in the Context of the Digitalized Economy. *Russian Conference on Digital Economy and Knowledge Management (RuDECK 2020)*, 234–237. <https://doi.org/10.2991/aebmr.k.200730.043>
- Karneli, O. (2022). Application of the Concept of Strategic Human Resources Management in Improving Organizational Performance in the Vuca Era. *Eduvest-Journal of Universal Studies*, 2(4), 704–709. <https://doi.org/10.59188/eduvest.v2i4.381>
- Lestary, L., & Chaniago, H. (2017). The influence of the work environment on employee performance. *Journal of Business and Investment Research*, 3(2), 94–103. <https://doi.org/10.35313/jrbi.v3i2.937>
- McGee, J., & Sammut-Bonnici, T. (2015). Wiley Encyclopedia of Management. In *Choice Reviews Online* (Vol. 52, Issue 12). John Wiley & Sons. <https://doi.org/10.5860/choice.190903>
- Son, R. D., Supriyadi, D., & Hersona, S. (2022). Analysis of the efficiency performance of commercial banks going public and their relationship with corporate governance regulations and monetary policy indicators in Indonesia. *Business Innovation and Entrepreneurship Journal*, 4(3), 238–250. <http://ejournals.fkwu.uniga.ac.id/index.php/BIEJ/article/view/379>
- Raja, T. H. L., & Sinurat, R. (2020). The role of work effectiveness in mediating organization communication and work discipline toward employee retention in industrial area. *Academy of Strategic Management Journal*, 19(6), 1–7. [javascript:void\(0\)](https://doi.org/10.30596/maneggio.v1i1.2241)
- Schermerhorn Jr, J. R., Osborn, R. N., Uhl-Bien, M., & Hunt, J. G. (2011). *Organizational behavior*. John Wiley & sons.
- Siagian, T. S., & Khair, H. (2018). The influence of leadership style and work environment on employee performance with job satisfaction as an intervening variable. *Maneggio: Scientific Journal of Master of Management*, 1(1), 59–70. <https://doi.org/10.30596/maneggio.v1i1.2241>
- Straková, J., & Váchal, J. (2019). Position and Importance of Strategic Human Resources Management in Internal Environment of Companies in the Czech Republic. *Economics, Management and Technology in Enterprises 2019 (EMT 2019)*, 149–152. <https://doi.org/10.2991/emt-19.2019.27>
- Sudaryo, Y., Aribowo, A., & Sofiati, N. A. (2019). *Human Resource Management: Indirect Compensation and Physical Work Environment*. Andy Publishers.
- Sutrisno, E. (2010). Human Resource Management, Jakarta. Kencana Prenada Media Group.
- Suwanto, S. (2019). The influence of leadership style and work environment on the performance of telesales unit employees at PT BFI Finance Indonesia Tbk. *Journal of Effective Economics*, 1(2).

<https://garuda.kemdikbud.go.id/documents/detail/2006888>

Tarsito, S. (2014). Quantitative, Qualitative and R&D Research Methods. *Alphabeta*. London.

Thoha, M. (2006). *Leadership in management*. <http://library.stik-ptik.ac.id/detail?id=28129&lokasi=lokal>

Titisari, P. (2016). *The role of Organizational Citizenship Behavior (OCB) in improving performance*.

Tolu, A., Mamentu, M., & Rumawas, W. (2021). The influence of leadership style, work environment, and work motivation on employee performance. *Journal of Business Administration (JAB)*, 11(1), 7-13. <https://ejournal.unsrat.ac.id/index.php/jab/article/view/33535>

Waworundeng, T., Areros, W. A., & Rumawas, W. (2021). The Effect of Leadership Style and Work Environment on Job Satisfaction and Employee Performance (Study on Employees of PT. Authority Brilliant Press). *Journal of Business Administration (JAB)*, 11(2), 85-92. <https://ejournal.unsrat.ac.id/v3/index.php/jab/article/view/35567>

Wibowo, M. P., Surabagiarta, I. K., & Alam, W. Y. (2022). The Influence of Work Ethic, Work Discipline and Work Environment on Employee Work Productivity. *Journal of Sustainability Business Research (JSBR)*, 3(3), 165-178. <https://jurnal.unipasby.ac.id/index.php/jsbr/article/download/6234/4234>

Yugusna, I., Fathoni, A., & Haryono, A. T. (2016). The influence of democratic leadership style and work environment on employee performance and discipline (empirical study on gas station companies 44,501. 29 randu garut semarang). *Journal Of Management*, 2(2). <http://jurnal.unpand.ac.id/index.php/MS/article/view/515>