

## The Influence of Leadership Style, Work Environment and Competency on Employee Performance

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### ABSTRACT

This research aims to determine the influence of leadership style, work environment, and competence on the performance of PT employees. Rentokil Bogor City. The sample of 69 employees was taken using the Taro Yamane formula. The analytical method used in the research is descriptive and verification methods. Data collection techniques through questionnaires, observation, interviews and literature study. Data analysis uses multiple regression analysis, coefficient of determination analysis, F test and t test. The results of the research simultaneously show the influence of leadership style, work environment and competence on the performance of PT. Employees Rentokil Bogor City. Partially, leadership style, work environment and competence have a positive and significant effect on employee performance.

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## **INTRODUCTION**

In the era of globalization, companies are of course required to work economically, effectively and efficiently in facing tighter global competition. This is done in order to maintain the company's survival in the future. Every company cannot run without human resources, this is because human resources are a valuable asset belonging to the company. The global competition that occurs requires companies to create quality human resources who have skills and are highly competitive. One of the demands of globalization is economic competitiveness. A company will have economic competitiveness if it has reliable human resources, namely human resources who have competence, high work motivation and a good work environment, so that the company is able to improve company performance and be able to compete in the era of globalization. In general, every company has high hopes that its employees can improve their performance better and be more effective in carrying out their responsibilities towards work and the company. Companies can give awards to employees who have performed the best for their company

Without quality human resources, the company cannot run the company well, for that reason Harini (2017:5) Human resource management (HRM) is a strategy and approach to organizational management where the workforce is a company asset that can individually and in groups contribute to achieving organizational goals.

Good employee performance can increase company profits, a good company image, and of course increase employee work performance. On the other hand, if employee performance decreases, it will have a bad impact on the company. Income PT. XXX in 2022 the average achievement in January to December is 96%.

To find out the cause of the income shortfall in 2022, a pre-survey was carried out for 5 days on 23 – 28 October 2023. Researchers create a pre-survey research by distributing questionnaires with results. The pre-survey of employee performance stated that the majority of employees (55%) considered that employee performance at PT. XXX is not running optimally. Pre-survey leadership style, some employees (53%) considered that the leadership style used by their superiors was not good. Pre-Survey work environment, some employees (42%) considered that the work environment in the company was not running well and pre-survey competency, some employees (53%) considered that existing competencies in the company were not running well.

## **LITERATURE REVIEW**

According to Harini (2017:5) Human resource management (HRM) is a strategy and approach to organizational management where the workforce is a company asset that can individually and in groups contribute to achieving organizational goals.

According to Mangkunegara (2018:67), performance (work achievement) is the quality and quantity result achieved by an employee in carrying out his duties in accordance with the responsibilities given to him

According to Hasibuan (2017:170) Leadership style is a certain way, pattern and ability used by a leader in behaving, communicating and

interacting to influence, direct, encourage and control other people or subordinates so that they can do a job so as to achieve a goal.. Leadership style indicators include (1) authoritarian leadership; (2) delegative leadership; (3) participative leadership.

According to Sedarmayanti (2018:21), a work environment is a place where there are a number of groups where there are several supporting facilities to achieve company goals. Work environment indicators are (1) physical work environment and; (2) non-physical work environment

According to Sedarmayanti (2018:71), competency is the ability or capability that employees have to apply and produce employees, leaders or officials who show high performance, which is called having competence. Competency indicators include (1) Knowledge; (2) Skills and; (3) Behavior.

## **METHODOLOGY**

### **1. Object of Research**

The research object is leadership style, work environment and competence on employee performance. The subjects of this research were marketing staff employees of PT. XXX.

### **2. Research Design**

This research was conducted with a quantitative approach.

### **3. Operational Definition of Variables**

Operational definitions of variables are used to facilitate measurement of research variables. The research variables are divided into two, namely as follows:

- a. Independent Variable (free): According to Sugiyono (2018:39) Independent variables are often referred to as independent variables. The independent variable is the variable that influences or is the cause of the change or emergence of the dependent (dependent) variable. The independent variables in this research are leadership style (X1) work environment (X2) and competence (X3).
- b. Dependent Variable (dependent): According to Sugiyono (2018:39) The dependent variable is often referred to as the criterion, consequent output variable. In Indonesian it is often referred to as a dependent variable. The dependent variable is the variable that is influenced or is the result, because of the existence of the independent variable. The dependent variable in this research is Employee Performance (Y).

### **4. Population, Sample and Sample Technique**

The population used in this research is marketing staff totaling 219 employees. Sampling in this research using appropriate techniques will enable researchers to draw reliable data using various methods, one of which is using the Yamane formula technique. Based on these calculations, the number of

samples (respondents) taken in this research was 68.65 for the purposes of research results the sample was rounded up to 69 employees.

## **5. Method of Collecting Data**

The types of data used in this research are primary and secondary data. The collection of primary and secondary data according to Sugiyono (2018:65) is as follows:

1. Field Study (Field Research)
  - a. Interviews (Interview)
  - b. Questionnaire (Questionnaire)
  - c. Observation (Observation)
2. Literature Study (Library Research)

The type of research used in this research is descriptive research with a quantitative approach. This research was carried out at PT. XXX The data analysis method used is descriptive verification. The subjects in this research were 69 employees in marketing positions.

Data collection techniques in this research are through questionnaires, documentation, interviews, observation and literature study. Then in processing the data using reliability tests, classical assumption tests, multiple linear analysis tests and hypothesis tests (F test, T test and determination test).

## **RESULT AND DISCUSSION**

Test results using spss onThe validity test of leadership style items, work environment, competency and employee performance can be declared valid. All reliability tests were declared reliable.

Normality test results Dcan the results of one sample Kolmogorov-Smirnov Asymp value be obtained. Sig. (2-tailed) which is 0.200. This shows that the data is normally distributed because the Asymp value. Sig. (2-tailed) greater than 0.05. The normal probability plot graph shows that the dots are spread around the diagonal line and the distribution follows the diagonal line. Therefore, it can be concluded that the regression model in this study meets the requirements to be a good regression model because it is a regression model with normal or close to normal data distribution.

The results of the multicollinearity test can be seen that the tolerance value of each variable has a value greater than the cutoff or tolerance value (0.05) and the VIF value is smaller than 5. This shows that the independent variables in the regression model do not have multicollinearity problems.

The results of the heteroscedasticity test using the scatterplot in Figure 3.3 show that the data emission does not show a particular pattern and is spread randomly, both above and below zero on the Y axis. Therefore, it can be concluded that there is no heteroscedasticity in the research data. So that the regression model is suitable for use to predict each variable in this research

Furthermore, the results of multiple linear regression analysis testing have results

$$Y = 13.081 + 0.266X_1 + 0.337X_2 + 0.708X_3 + \varepsilon$$

The resulting equation results can be interpreted as follows:

1. A constant of 13.081 shows that if the leadership style, work environment and competency variables do not change, the employee performance variable is positive.
2. The leadership style regression coefficient ( $X_1$ ) of 0.266 is positive, meaning that the leadership style variable has a positive effect on employee performance. This shows that the better the leadership style is thought to be followed by an increase in employee performance with the assumption that other influences are considered constant or fixed. The results of this research are in accordance with research conducted by Mulyeni (2023), Salbolangi et al (2023), Farhan (2023) and Hartadi (2023) that leadership style has a positive and significant influence on employee performance.
3. The work environment regression coefficient ( $X_2$ ) of 0.337 is positive, meaning that work environment variables have a positive effect on employee performance. This shows that the better the work environment is thought to be followed by an increase in employee performance with other assumptions that influence it being considered constant or fixed. The results of this research are in accordance with research conducted by Salbolangi et al (2023), Farhan (2023) and Yolanda (2023) that the work environment has a positive and significant influence on employee performance.
4. The competency regression coefficient ( $X_3$ ) of 0.708 is positive, meaning that the competency variable has a positive effect on employee performance. This shows that every time there is an increase in competency it is thought that it will be followed by an increase in employee performance with other assumptions that influence it being considered constant or fixed. The results of this research are in accordance with research conducted by Salbolangi et al (2023), Suratmah et al (2023) and Yolanda (2023) that competence has a positive and significant influence on employee performance.

A correlation analysis and coefficient of determination that the R value is 0.782 which shows the correlation between the variables has a strong influence because it is in the vulnerable value (0.600 – 0.799) with coefficient of determination R square value of 0.612 or 61%

Simultaneous test results that the Fcount value is 34.169 with a significant Ftable level of 0.05 ( $\alpha=5\%$ ) with an Ftable value of 2.764 so that ( $34.169 > 2.74$ ) and has a significant value of  $0.000 < 0.05$  then  $H_0$  is rejected and  $H_a$  is accepted meaning there is a positive influence and simultaneously significant between leadership style, work environment and competence have a positive and significant influence simultaneously (simultaneously) on employee performance

Partial test results

1. The leadership style variable obtained a tcount value of 2.833 and a ttable value for  $\alpha = 0.05$  with degrees of freedom  $69-3-1 = 65$  of 1.669, which

- $\text{meanst}_{\text{count}} > t_{\text{table}}$  ( $2,833 > 1,669$ ). So that  $H_0$  is rejected and  $H_a$  is accepted, meaning that leadership style has a positive effect on employee performance
2. The work environment variable obtained a  $t_{\text{count}}$  value of 2.601 and a  $t_{\text{table}}$  value for  $\alpha = 0.05$  with degrees of freedom  $69-3-1 = 65$  of 1.669, which  $\text{meanst}_{\text{count}} > t_{\text{table}}$  ( $2,601 > 1,669$ ). So that  $H_0$  is rejected and  $H_a$  is accepted, meaning that the work environment has a positive effect on employee performance
  3. The competency variable obtained a  $t_{\text{count}}$  value of 7.411 and a  $t_{\text{table}}$  value for  $\alpha = 0.05$  with degrees of freedom  $69-3-1 = 65$  of 1.669, which  $\text{meanst}_{\text{count}} > t_{\text{table}}$  ( $7,411 > 1,669$ ). So that  $H_0$  is rejected and  $H_a$  is accepted, meaning that competence has a positive effect on employee performance

The average assessment of the leadership style variable is 3.33, which is included in the sufficient category. The highest score on the authoritarian leadership indicator with a score of 3.35 is included in the sufficient category. Because leaders have delegated more authority to subordinates even though this authority is not obtained by every employee. The lowest score on the delegative indicator with a value of 3.31 is included in the sufficient category. In this indicator, of course the company needs to carry out an evaluation in managing decisions in resolving problems within the company, so that the company is not afraid and makes mistakes in resolving problems by considering the opinions of employees. Leadership style is one factor that determines the success of an organization's achievements or can influence performance.

The average assessment of the work environment variable is 3.79, including good criteria. The highest score for the physical work environment indicator with a value of 4.16 is included in the good category, the complete physical work environment provided by the company can make it easier for employees to carry out their duties and responsibilities quickly. The lowest score for the non-physical work environment indicator with a value of 3.42 is included in the good category, creating a good non-physical work environment can certainly make the atmosphere in the room more open, as a result it makes employees comfortable in the room.

The average assessment of the competency variable is 3.40, which is included in the sufficient category. The highest score on the knowledge indicator with a value of 3.56 is included in the good category, meaning that the knowledge possessed by employees can help employees in completing tasks and responsibilities. Meanwhile, the lowest value for the behavioral indicator with a value of 3.21 is included in the sufficient category. Based on this assessment, employee behavior at PT. Rentokil is quite good, but some employees still do not comply with company regulations, such as coming to the office late or not on time. Competency can influence employee performance.

## CONCLUSIONS AND SUGGESTION

The results of the research can be concluded that all variables in this study have a simultaneous and partial effect on employee performance.

Improvements through leadership style in many decision indicators are made by subordinates, meaning leaders need to evaluate opinions and make considerations in making decisions.

One way of improving the work environment in non-physical environmental indicators is by creating better relationships between employees, the better and closer the employee relationships are, of course the better the employee's performance.

Improvement through competency in behavioral indicators is by creating a sense of mutual respect and taking into account the actions taken, meaning that employees must understand more about the actions taken and what impacts they receive.

Improvement through employee performance on cooperation indicators by increasing feelings and relationships between employees in carrying out the tasks assigned by the company. Good cooperation is cooperation that is mutually beneficial to the collaborating parties and does not have a negative impact on anything outside the parties involved in the collaboration.

## FURTHER RESEARCH

This research still has limitations so further research is still needed on this topic "The Influence of Leadership Style, Work Environment and Competency on Employee Performance".

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