# The Influence Of Leadership And Work Environment On Employee Performance Atma Jaya University

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**Abstract**

This study aims to determine the effect of leadership and work environment on employee performance at Atma Jaya University. This type of research uses qualitative research methods with 30 employees as research respondents. The sampling technique uses the google form and is tested for validity and reliability. This study uses multiple linear regression analysis using SPSS 23 software. The results of this study are that leadership has a positive but not significant effect on employee performance and work environment has a positive but not significant effect on employee performance.

**Keywords**
Leadership, Work Environment, Employee Performance

## INTRODUCTION

The struggle to find a job after a graduate has graduated from college is a problem experienced by some graduate students. This is due to the large number of human resources but the few available jobs. Thus, the University has a very important role in guiding a student to become a qualified scholar. According to Ermat et al., (2020) one of the best investments for investors is having optimal employee performance. Unemployment is a very serious problem for scholars. Therefore, with higher education it is hoped that these individuals will be able to get opportunities to get decent jobs. In the world of work, quality human resources are needed so that graduates are required to compete with other people who are struggling to find work. According to Annabi (2017) education can provide access to improve an individual's life and be able to reduce reactions that are supported by existing policies in the country.

According to Sirilius Seran (2017) states that some individuals try to pursue higher education until they graduate so they can get a degree or educational background that can be used as an investment for the future. It can be concluded, this is influenced by several jobs in Indonesia that require a bachelor's degree as a condition for getting a job. According to Simanjuntak et al, (2017) the large number of unemployed graduates is caused by other factors such as the use of human resource assets that is not optimal and the investments made are not evenly distributed in several regions. So, this can trigger the emergence of some unemployment in Indonesia. This research is in line with the opinion according to Achmad Daengs et al, (2017) stating that to solve this problem, the role of the university and the local area is needed to prepare university graduates according to the available needs in order to maximize the utilization of available human resources.

In order for an organization to run, it requires the performance of qualified employees. Thus, these human resources need to be properly trained before plunging into the world of work. This is in line with the opinion according to Kaehler & Grundei (2019) which states that human resource management is all processes carried out by a group of organizations so that these individuals can be placed in the appropriate place when the organization needs them.

A company can run because there is an interrelated relationship between leadership factors and good employee performance. Employee performance can determine the success of a company. If the employee's performance is good, it will produce good results for the company. However, on the contrary if the employee's performance is bad, it will have an

impact on the company. According to Priansa (2017) employee performance is a form or result of work that employees actually get in completing tasks given by the company.

Leadership becomes an influence on employee performance motivation and the success of a company or organization. If a leader can exert influence to motivate employees, good employee performance can be created in a company. According to George R. Terry in Sedarmayanti (2017) states that leadership is an activity carried out by a leader in influencing his subordinates to achieve common goals.

In addition to leadership, there are things that can affect employee performance, namely the work environment. A good work environment will make employees comfortable working. The work environment can be in the form of a physical work environment or the relationship between employees and the relationship between employees and superiors. So, it is very important to be in a good work environment in order to create good employee performance. This is in line with the opinion according to Mangkunegara (2017) that the work environment is the sum total of several factors faced by employees where they work and are influenced by individuals and groups in the place where they work.

## 1. Theoretical Background
### Previous Research

1. Iis Noviyanti, Elvera Medina Hijriatunnisa, 2022. Pamulang University, entitled "The Influence of Leadership and Work Environment on Employee Performance at PT. Angkasa Pura Propetindo at Soekarno Hatta Airport" Researchers used a quantitative descriptive research method with saturated sampling technique methods to find out how leadership and work environment influence employee performance at PT. Angkasa Pura Propertindo at Soekarno Hatta Airport. The results of this study state that leadership and work environment have a significant influence on employee performance at PT. Angkasa Pura Propertindo at Soekarno Hatta Airport.

2. Heru Martono, Woro Utari, Nugroho Mardi Wibowo, 2022. Wijaya Putra University Surabaya entitled "The Influence of Leadership, Work Environment and Work Ability on Employee Performance Through Work Discipline in the Education Office of Bojonegoro Regency" Researchers used quantitative research methods with a population of 90 people. The results of this study state that there is a significant influence on leadership and work discipline on employee performance. However, the work environment has no significant effect on the performance of Bojonegoro District Education Office employees.

3. Ni Wayan Ema Oktaviani, I Gusti Ayu Wimba, 2023. Management Study Program, Faculty of Economics, Business, and Tourism at the Hindu University of Indonesia entitled "The Influence of Charismatic Leadership, Work Environment and Work Discipline on Work Enthusiasm of Lpd Employees in Tampaksiring District" Researchers use multiple linear regression analysis technique using a sample of 67 respondents. The results of this study state that Charismatic Leadership, Work Environment and Work Discipline have a positive and significant effect partially or simultaneously on the morale of Lpd employees in Tampaksiring District.

### Theoretical Basis

**Leadership**

Leadership can affect employee performance. This is in accordance with the opinion according to Manaroinsong et al (2018) stating that a person's leadership style can be formed because of a vision and mission that are in line with achieving the goals of an organization. Meanwhile, according to Zainal (2017) says that leadership style is a combination of several characters used by leaders to motivate employees to achieve the targets of a company or in providing examples of attitudes and strategies carried out by a superior.

According to Pamungkas (2011), leadership indicators are as follows

1. Caring and appreciating employees
2. Integrity
3. Wise
4. Provide direction and support
5. Be fair

**Work Environment**

According to Darmadi, (2020: 242). The work environment includes something that is around employees so that it can influence an individual in carrying out the obligations assigned to the employee such as air conditioning and good lighting.

According to Sinambela & Tanjung (2018) employee performance can be obtained by employees from the results of self-development and can improve work performance which can affect the success of an organization or company. Other factors that can affect employee performance according to Punu et al (2019) are the work environment, the work environment is a place and work situation faced by employees, with a safe and comfortable work environment can make employees more motivated to work better.

According to Al Anzi (2009), Janakiraman et al (2011), and Ajayi et al (2011) state the indicators of the work environment as follows

1. Physical work environment
2. Employee relations with superiors
3. Relations among colleagues
4. Workspace
5. Distance

**Employee performance**

According to (Agustin, 2021) employee performance is influenced by several factors, namely:

1. Salary
2. Work environment
3. Organizational culture
4. Leadership and work motivation
5. Work discipline
6. Job satisfaction
7. Communication and other factors.

According to Fachrezi & Khair (2020) states that performance is the most important aspect of a company in order to achieve its goals. This is in line with Susanto (2017) saying that performance in employee performance is the result of work achieved by an individual or a group that is in line with the responsibilities given in achieving organizational success legally, namely, not trying to violate existing laws and

in accordance with with morals and ethics. Employee performance is an important aspect to maintain company productivity (Darmawan, 2021).

**Relationship between Leadership and Employee Performance**

For companies, leadership is an important factor in achieving company success. A good leader is able to motivate and build good working relationships between fellow employees and between leaders and employees. According to Kouzes & Posner (2015) leadership is a determining factor in the success of a company if it can build employee motivation in achieving common goals.

The relationship between leadership and employee performance based on the definition of experts, it can be concluded that leadership is an effort made by an individual to influence his subordinates by using the power possessed by a leader in directing the success of the company through employees to achieve its goals

H1: Leadership has a positive effect on employee performance

**Relationship between Work Environment and Employee Performance**

According to Sunyoto (2013) the work environment is all aspects that are around employees and can have an impact on employees in carrying out the tasks assigned. According to the above understanding, it can be concluded that the work environment can affect employee performance at work such as office lights, sound or noise, and cleanliness can affect employee performance.

H2: The work environment has a positive effect on employee performance

*Research Model*

Based on the theory that has been discussed, this study uses a multiple linear regression model using 2 X variables that lead to Y variables, namely employee performance. As in the following diagram.
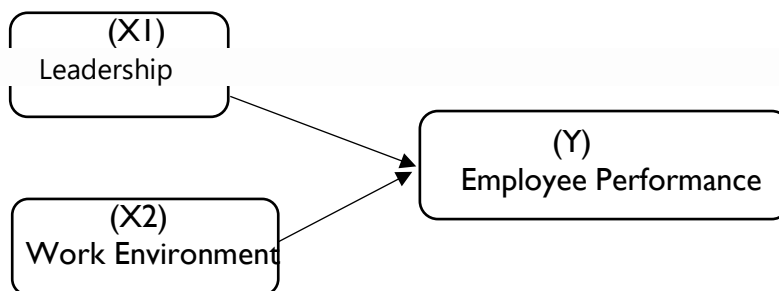


**Figure 1.** Research Model

**METHODS**

Based on the research method used in this study is a qualitative method. According to Sujarweni (2019) population is the total number of objects or subjects that have characteristics and qualities that have been predetermined by researchers to find out the conclusions. This study uses a population of 30 employees who work at Atma Jaya University. According to Sugiyono (2019) the sample is the part obtained from the number

and characteristics possessed by a population. This study used a sample of 30 people because the number of samples is the same as the population using a sampling technique.

(1) Strongly Disagree

(2) Disagree

(3) Agree

(4) Strongly agree

The data analysis technique uses multiple linear regression tests which include validity, reliability, T-test, F-test. As well as analyzing data using SPSS 23 software.

# RESULTS AND DISCUSSION

**Table 1.** Characteristics of Respondents

| Characteristics | Information | Amount |
|---|---|---|
| Gender | Man | 11 |
| | Woman | 19 |
| Age | 20 - 29 Years | 14 |
| | 30 - 39 Years | 10 |
| | 40 - 49 Years | 5 |
| | > 50 Years | 1 |
| Length of work | 1 year | 5 |
| | 2 years | 12 |
| | 3 years | 10 |
| | 4 years | 2 |
| | 5 years | 1 |
| Last education | S1 | 18 |
| | S2 | 12 |

The data on the characteristics of the respondents in Table 1. who have filled out the questionnaire can be listed as follows, female employees who are 20-29 years old and have a Bachelor's degree are more dominant among Atma Jaya University employees. And there are male employees aged 20-39 years with the last education S1.

**Table 2.** Normality test

| | Unstandardized Residuals |
|---|---|
| asymp. Sig. (2-tailed) | 0.200 |

According to Nuryadi (2017) the normality test can be tested using One Kolmogorov-Smirnov Sample. Based on the results in table 2. The Normality Test produces a significant value of 0.200 which means > 0.05. So that the data is normally distributed and can be continued for further research.

**Validity test**

According to Sugiyono (2018), validity testing needs to be done to see the correlation between variables if the data is above 0.3 then, the data is declared valid however, if the data is below 0.3 then it is declared infeasible. Based on the validity data that has been tested, it states that the data is valid because the data is above 0.3 so the data is declared valid.

**Reliability Test**

**Table 3.** Reliability Test

**Reliability Statistics**

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|---|---|---|
| .736 | .848 | 14 |

According to Pasianus and Kana (2021) the reliability test is an important component that leads to the overall correctness of an instrument, this reliability test is used to measure the extent to which the data or instrument provides consistent data results. Based on table 3. Reliability Statistics produces Cronbach's alpha of 0.736 which is greater than the alpha value of 0.736 > 0.7. Thus, all reliability variables and all data are consistent.

**Adjusted r Square test**

**Table 4.** Adjusted r Square test

| R Squares | Adjusted R Square |
|---|---|
| 0.302 | 0.250 |

Based on the data in table 4. Adjust R Square is 0.250 = 25.0%, meaning that the leadership and work environment variables have an influence on employee performance by 25.0%. So, there is 0.75% of data that is not examined while 25% is data that has been examined through this research.

**F test (ANOVA)**

**Table 5.** F test (Anova)

| | F | Sig |
|---|---|---|
| Regression | 5,831 | 0.008 |

According to Sujarweni (2019) the f test needs to be tested to determine the effect of the attachment between the independent variables related to the simultaneous dependent variable. Based on Table 5, it is known that the F value of 5.831 is greater than 0.005 so that the leadership and work environment variables affect employee performance (variable y).

**T test**

**Table 6.** T test

| Variable | Q | Sig |
|---|---|---|
| Leadership | 1,343 | 0.191 |
| Work environment | 0.574 | 0.571 |

In the opinion of Ghozali in Sujarweni (2019) the t test needs to be used to explain the effect of how far an independent variable is related to the dependent variable. According to Eksandy (2018) the results of the T test need to be carried out to explain the significant influence of the independent variables partially related to the related variables. Based on Table

5, it is known that the F value of 5.831 is greater than 0.005 so that the leadership and work environment variables affect employee performance (variable y).

**Multicollinearity Test**

**Table 7.** Multicollinearity Test

| Model | tolerance | VIF |
|---|---|---|
| Leadership | 0.294 | 3,403 |
| Work environment | 0.294 | 3,403 |

According to Eksandy (2018) the multicollinearity test is carried out by using more than one variable to find out the relationship between variables that influence each other. In the multicollinearity test, the value will be fulfilled if the Tolerance value is > 0.1 and the VIF value is < 10. Based on table 7, the Tolerance results are 0.294 > 0.1 and the VIF value is 3.403 < 10. So, it is stated that there is no multicollinearity and the data can be accepted because there is no correlation between variables.

**Heteroscedasticity Test**

**Table 8.** Heteroscedasticity Test
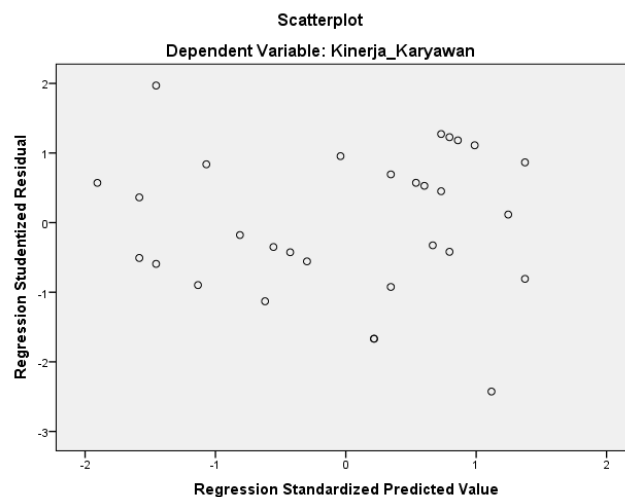


According to Eksandy (2018) the heteroscedasticity test is a test carried out to find out the residual variance of the regression model in the data studied. Based on the picture in table 8 it can be seen that the data is normally distributed because the points can be spread randomly and evenly so that the data does not form a pattern. Thus, there are no symptoms of heteroscedasticity

**Discussion**

**The Influence of Leadership on Employee Performance**

According to previous research conducted by Tri Wahyono, Badrus Zaman, Saifudin and Rudi Hartono (2020) in his research entitled Analysis of Factor Affecting BRI Bank Employee Performance which states that leadership has a positive but not significant effect on employee performance motivation. This is in line with research conducted by Liyas (2017) which states that leadership has no significant effect on employee performance.

**The Influence of the Work Environment on Employee Performance**

According to previous research conducted by Yulinda & Fitriyah (2018) stated that the work environment has no effect on employee performance. This research is supported by

previous research by Harianto, Firmansyah, and Maretasari (2018) which states that the work environment has no significant effect on employee performance.

## CONCLUSION

Based on the research that has been done regarding the effect of leadership and the work environment on employee performance, it can be concluded as follows: leadership has a positive but not significant effect on employee performance or the y variable, and the work environment has a positive but not significant effect on employee performance or the y variable. has no significant effect on employee performance after being tested using the data multicollinearity test.

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