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Analysis of Employee Performance Seen from Leadership Style and Work Environment as Well as Job Satisfaction as Intervening Variables

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ABSTRACT

The purpose of this study was to analyze the effect of leadership style and work environment on employee performance with job satisfaction as an intervening variable. This study is a type of quantitative. The population in this study were all employees in the administration division at Disdukcapil Pati. The sample used in this study were 44 respondents using the saturated sample method. The data from this study were taken from the results of distributing questionnaires to respondents. Data Analysis techniques using statistical method by partial least squares (pls). The result obtained leadership style has a positive and significant effect on employee performance variables. Work environment has a positive and significant effect on employee performance variables. Leadership style has a positive and significant effect on the variables of job satisfaction. Work environment has a positive and significant effect on the variable job satisfaction. Employee performance has a positive and significant effect on the variable of job satisfaction.

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1. INTRODUCTION

Competition will be increasingly stringent, seeing developments that are growing rapidly. This certainly does not escape the eyes of government agencies in this century. For this reason, various improvements must be made in order to have a positive impact in the future for the institution itself. Existing globalization also has a major influence on the resilience and success of an institution. Therefore, it is necessary to improve various things, starting from the smallest facilities and existing services. In facing the challenges of increasingly harsh times, special strategies are needed that must be prepared and arranged efficiently and effectively.

Human resources can be regarded as an important asset that has the ability to develop and also as a determinant of the success of an agency in the long term. Existing human resources must also be the main concern of an agency to be managed optimally, given extra attention, and full rights are fulfilled. This is in accordance with the opinion of [1] "Improving employee

performance will bring progress for the company to be able to survive in an unstable competitive business environment". This is also related to the opinion expressed by [2] "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". In a given performance, it is definitely influenced by several interrelated things, including the environment, leadership style, job satisfaction, and so on that can influence. Therefore, these things must also be fulfilled and given special attention according to their respective rights.

On this basis, performance is also the main focus of the public in viewing or assessing the performance of employees of these agencies. So that things that are not good from the performance that are directly seen by the community can affect the mindset of the community in giving an assessment to the agency. Everything can be accessed easily, so that people can assess directly. Several complaints are often complained of by the public based on the performance of Pati Regency Disdukcapil employees, seen from public social media sites that can be accessed by the public via Google. The following is data on complaints and performance assessments from the Disdukcapil.

Table 1. Google Disdukcapil Ratings and Reviews

No	Name	Ratings	Review	Conclusion
1	Joy Ross	1 star	"It's been more than a month that I want to take a queue via the website but I can't always find a schedule. HR (human resources) is not okay.	Human resources in poor performance.
2	Annisa Okta	1 star	Bad Service. Officers are not friendly and solutive. Ask each other when asked a question. Be unprofessional.	Poor service (employee performance).
3	Ju	3 stars	Service is unsatisfactory, customer service is not friendly and does not give clear directions.	The services provided are not satisfactory.
4	EF	1 star	Very unsatisfactory service, told to wait but no news. Just sending files back and forth.	The services provided are not good.
5	Vina Dwi	1 star	Employees and provide poor service. Many do not understand the online way. The method of delivery must be ethical.	Poor service

Source: Google Reviews, 2022

Based on the above review, it can be seen that there are still many problems that occur related to employee performance in providing services to the community which are considered by the community to be unsatisfactory or employee performance is not optimal. Based on this explanation, this research aims to analyze the influence of Leadership Style and Work Environment on Employee Performance with Job Satisfaction as Intervening Variables.

2. LITERATURE REVIEWS

2.1 Human Resource Management

Management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve certain goals. This intended management consists of six elements (6 M), namely: men (humans), money, methods, materials, machines and markets. From these several elements, the men (human) element developed into a field of management science called human resource management or HRM which is a translation of man power management. Human resource management is a science and art that regulates the relationship and role of the workforce so that it is effective and efficient which helps achieve company, employee and community goals [3].

The most important core of the human resource management concept is Human Resources or man

power. In this concept, processes are carried out according to the functions of human roles including planning, organizing, supervising, directing, controlling, developing, integrating, maintaining, disciplining, compensating, and terminating existing workers in an effort to realize company goals, employee and community satisfaction [3].

2.2 Employee performance

Employee performance can be said to be behaviour that is actually carried out by employees in the context of carrying out their duties, obligations and responsibilities in accordance with their roles and positions in the company, both carried out qualitatively and quantitatively, the results of which will assist in achieving company goals

"Performance (work achievement) is the result in quality and quantity by an employee in carrying out their duties in accordance with their responsibilities." [4]. Performance is real behaviour displayed by everyone as work performance produced by employees according to their role in the company [5]. In this case, employee performance is not only formed from the employee himself. However, it is influenced by many things and many interrelated factors.

2.3 Job satisfaction

Job satisfaction is a feeling that supports or does not support employees themselves related to their work or with their own conditions [2]. Job satisfaction is a pleasant emotional state or not. pleasing with which employees perceive their work [6]. Employee or employee job satisfaction must be created as well as possible so that work morale, dedication, love, and employee discipline increase [7].

2.4 Leadership Style

Leadership style is a characteristic given or shown by a leader in influencing his subordinates. In this case, leadership style influences employee performance. Because in real terms, leaders deal with and carry out activities directly with employees. Interpreting leadership style is not talent, therefore leadership style is studied and practiced in its application must be in accordance with the situation at hand [8]. Reveals that leadership style is a complex way and process in which a person influences other people to achieve a mission, task or a goal and directs agencies in a more reasonable way [9]. Leadership is the way a leader influences the behaviour of subordinates so they want to work together and work productively to achieve an organizational goal [7]. The leadership style here must be shown properly and correctly and adapted to the circumstances that occur in the company.

2.5 Work environment

The work environment in a company is one of the important things that must be considered. Because it directly affects employees in carrying out their duties. A healthy work environment will be able to help improve employee performance. Work environment is all the tools and materials encountered, the surrounding environment where a person works, his work methods and work arrangements both as individuals and groups [2]. Work environment is everything related to the physical and psychological aspects that will directly or indirectly affect employees [10].

3. METHODS

3.1 Types of research

This type of research is causal comparative, a type of research with problem characteristics in the form of

a causal relationship between two or more variables.

3.2 Population and Sample

The population in this study was obtained from all employees who worked at Disdukcapil, Pati Regency, totalling 44 employees. The entire population is used as a sample or census research.

3.3 Analysis Tools

The analytical tool used in this study uses the help of the Structural Equation Model (SEM) program with Partial Least Square (PLS).

4. RESULTS AND DISCUSSION

4.1 Descriptive Analysis

The following table shows descriptive statistics on the responses of 44 respondents regarding the indicators in the research variables.

Table 2: Descriptive Statistics

Statistics				
N	**Performance**	**Satisfaction**	**Gayake**	**Environment**
	225	675	225	225
Means	4,22	3.86	3.86	3.78
Median	4.00	4.00	4.00	4.00
std. Deviation	,538	,726	1,368	,780
Variances	,290	,527	1,873	,609
Range	3	4	20	4
Minimum	2	1	2	1
Maximum	5	5	5	5

Source: Primary data processed, 2022

4.2 Quantitative Test

The analysis technique to test the research hypothesis is using the Structural Equation Model (SEM) with Partial Least Square (PLS). This model is evaluated by assessing the outer model and inner model.

4.3 Outer Mode

Table 3: Discriminant Validity

	Leadership Style (XI)	**Job Satisfaction (Y2)**	**Employee Performance (Y1)**	**Work Environment (X2)**
XI. 1	0.881	0.746	0.762	0.828
XI. 2	0.889	0.785	0.789	0.807
XI. 3	0.865	0.819	0.752	0.777
XI. 4	0.817	0.726	0.754	0.747
XI. 5	0.796	0.729	0.684	0.691
X2.1	0.754	0.797	0.799	0.855
X2.2	0.701	0.712	0.718	0.821
X2.3	0.753	0.725	0.732	0.837
X2.4	0.788	0.743	0.772	0.828
X2.5	0.809	0.810	0.777	0.855
X2.6	0.770	0.758	0.763	0.855
Y1.1	0.705	0.733	0.785	0.702
Y1.1	0.795	0.862	0.748	0.778
Y1.2	0.723	0.758	0.803	0.750
Y1.2	0.813	0.866	0.838	0.815
Y1.3	0.699	0.699	0.835	0.670
Y1.3	0.770	0.877	0.731	0.772
Y1.4	0.746	0.736	0.831	0.794
Y1.4	0.731	0.869	0.780	0.763

Y1.5	0.704	0.697	0.810	0.752

Source: PLS output results, 2022

Table 3 above shows that all indicators are valid in forming the construct variable because it has a higher cross loading value compared to the other construct variables.

Another test is to assess the validity of the construct by looking at the average variance extracted (AVE) value, a good model if the AVE value of each construct is greater than 0.50. The following is a table containing AVE values:

Table 4: Average Variance Extraced (AVE)

	Average Variance Extracted (AVE)
Leadership Style (X1)	0.723
Job Satisfaction (Y2)	0.754
Employee Performance (Y1)	0.661
Work Environment (X2)	0.709

Source: PLS output results, 2022

The AVE output shows that the construct variables Leadership Style (X1) and Work Environment (X2) have a value greater than 0.5 and it can be concluded that all of these variables are valid.

Table 5: Model Reliability Output Results

	Cronbach's Alpha	**Composite Reliability**
Leadership Style (X1)	0.904	0.929
Job Satisfaction (Y2)	0.892	0.925
Employee Performance (Y1)	0.872	0.907
Work Environment (X2)	0.918	0.936

Source: PLS Output Results, 2022

The output results of composite reliability and Cronbach alpha on all construct variables show a value of more than 0.70. So it can be concluded that all constructs have good reliability.

4.4 InnerModel

Testing the inner model by looking at the R-Square value, as described in the following table:

Table 6: R-Square

	R Square
Job Satisfaction (Y2)	0.863
Employee Performance (Y1)	0.838

Source: PLS Output Results, 2018

Employee Performance R-Square (Y1) value of 0.836 means that the Employee Performance construct (X1) can be explained by the Leadership Style (X1) and Work Environment (X2) constructs of 83.6%. While Job Satisfaction (Y2) whose R-Square value is 0.838 indicates that the Job Satisfaction construct (X2) can be explained by the Leadership Style (X1) and Work Environment (X2) constructs of 83.8%.

4.5 Hypothesis test

Table 7: Hypothesis Testing output results

	Original Sample (O)	**Sample Means (M)**	**Standard Deviation (STDEV)**	**T Statistics (|O/STDEV|)**	**P Values**
Leadership Style (X1) -> Job Satisfaction (Y2)	0.334	0.349	0.117	2,860	0.004
Leadership Style (X1) -> Employee Performance (Y1)	0.343	0.338	0.096	3,578	0.000

Employee Performance (Y1) -> Job Satisfaction (Y2)	0.315	0.320	0.086	3,666	0.000
Work Environment (X2) -> Job Satisfaction (Y2)	0.313	0.294	0.133	2,360	0.019
Work Environment (X2) -> Employee Performance (Y1)	0.593	0.598	0.089	6,631	0.000

Source: PLS Output Results, 2022

1. **Leadership Style Hypothesis Testing (X1) on Employee Performance (Y1)**

   The test results show that the t-statistic value of 3.578 is greater than 1.96 and the P value of 0.000 is less than 0.05. The direction of the relationship between the two is positive as indicated by the path coefficient value of 0.343. Thus, hypothesis I is accepted, meaning that the Leadership Style variable (X1) has a positive and significant effect on Employee Performance (Y1).

2. **Testing the Effect of Work Environment Hypothesis (X2) on Employee Performance (Y1)**

   Based on the test results, the t-statistic value of 6.631 is greater than 1.96 and the P value of 0.000 is less than 0.05. The path coefficient value is 0.593. Thus hypothesis 2 is accepted, meaning that the Work Environment variable (X2) has a positive and significant effect on Employee Performance (Y1).

3. **Hypothesis Testing Effect of Leadership Style (X1) on Job Satisfaction (Y2)**

   The test results show that the t-statistic value of 2.860 is greater than 1.96 and the P value of 0.004 is less than 0.05. The direction of the relationship between the two is positive as indicated by the path coefficient value of 0.334. Thus hypothesis 3 is accepted, meaning that the Leadership Style variable (X1) has a positive and significant effect on Job Satisfaction (Y2).

4. **Testing the Effect of the Work Environment Hypothesis (X2) on Job Satisfaction (Y2)**

   Based on the test results, it shows that the t-statistic value of 2.360 is greater than 1.96 and the P value of 0.019 is less than 0.05. The direction of the relationship between the two is positive as indicated by the path coefficient value of -0.313. Thus hypothesis 4 is accepted, meaning that the Work Environment variable (X2) has a positive and significant effect on Job Satisfaction (Y2).

5. **Hypothesis Testing Effect of Employee Performance (Y1) on Job Satisfaction (Y2)**

   The test results show that the t-statistic value of 3.666 is greater than 1.96 and the P value of 0.000 is less than 0.05. The direction of the relationship between the two is positive as indicated by the path coefficient value of 0.315. Thus hypothesis 5 is accepted. This means that the variable Employee Performance (Y1) has a positive and significant effect on Job Satisfaction (Y2).

4.6 Discussion

1. **The Effect of Leadership Style (X1) on Employee Performance (Y1)**

   The results showed that there was an influence of Leadership Style (X1) on Employee Performance (Y1) as indicated by the t table value of 1.96 with a t count value of 3.578 with a significant value of 0.000 less than the alpha value of 0.05, so that hypothesis 1 was accepted. Thus, the variable Leadership Style (X1) has a significant positive effect on Employee Performance (Y1).

   Basically, the leadership style that is applied in a work structure will automatically give employees an idea

of how the work system is in it. Leadership is a way for a leader to influence the behavior of subordinates so that they want to work together and work productively to achieve an organizational goal [7]. So that employees who have leaders with appropriate leadership styles tend to feel comfortable and feel protected in carrying out and carrying out their duties. This is also in line with the theory put forward by [11] "Compatibility between leadership style, norms, and organizational culture is seen as a key prerequisite for successful employee performance in achieving organizational goals. "In this case the leadership style as a driving force in creating successful performance from employees. Where is this leader figure which is certain to be an example or vanguard seen in an institution.

In this study, the Leadership Style indicator is influencing to work together and work productively, where the indicator contributes more to triggering employees to carry out Employee Performance behaviour. This is because the leadership style that is carried out is not only directly giving orders but influencing with good examples.

The results of this study are in accordance with the research of [12]–[14] which show that leadership style has a positive and significant effect on employee performance.

2. Effect of Work Environment (X2) on Employee Performance (Y1)

The results showed that the Work Environment (X2) had an influence on Employee Performance (Y1) as indicated by the t table value of 1.96 with a t count value of 6.631 with a significant value of 0.000 less than the alpha value of 0.05, so hypothesis 2 was accepted. This means that the Work Environment variable (X2) has a significant positive effect on Employee Performance (Y1).

In this study the work environment affects the resulting performance. This relates again to the convenience of employees in carrying out performance. Good work environment can support the implementation of work so that employees have enthusiasm for work and improve employee performance [15]. So, in carrying out performance in a good and supportive work environment, it will increase the focus on employee productivity in doing work. "The work environment is everything related to the physical and psychological aspects which will directly or indirectly affect employees." It is clear that the work environment used in carrying out performance also influences the performance provided by employees, either directly or indirectly [10].

Employee performance is influenced by the work environment both directly and indirectly. It is this influence that can result in the focus obtained by employees being reduced. So that the performance is not maximized. Another consideration is that an unsupportive work environment will also make employees feel lazy at the beginning in carrying out their performance so that whatever they do next tends to be not optimal. Therefore, the importance of a healthy and supportive work environment for employees is increased which is also for agency/organizational goals.

The results of this study are in accordance with the research of [1] showing that the work environment has a positive and significant effect on employee performance (Study at the Medan Area Police).

3. The Effect of Leadership Style (X1) on Job Satisfaction (Y2)

The results showed that there was an influence of Leadership Style

(X1) on Job Satisfaction (Y2) as indicated by the t table value of 1.96 with a t count value of 2.860 with a significant value of 0.004 less than an alpha value of 0.05, so hypothesis 3 was accepted. Thus, the hypothesis which states that Leadership Style (X1) has a positive effect on Job Satisfaction (Y2) can be accepted.

In this study, besides influencing employee performance, leadership style also influences employee job satisfaction. This leadership style is applied to provide an atmosphere for employees. If the leadership style can be well received by employees, the atmosphere created will be positive and trigger an increase in job satisfaction generated by these employees. Job satisfaction is defined as an employee's emotional response to work situations that are determined by the achievement of results that meet or exceed expectations [16]. The emotional responses that are created are able to influence the employees themselves in carrying out their duties. Thus, this positive leadership style will be felt by employees and received positively.

The results of this study are in line with research conducted by [12], [17], [18] showing that leadership style has a positive effect on employee job satisfaction.

4. The Effect of the Work Environment (X2) on Job Satisfaction (Y2)

The results showed that the Work Environment (X2) had an influence on Job Satisfaction (Y2) as indicated by the t table value of 1.96 with a t count value of 2.360 with a significant value of 0.313 greater than the alpha value of 0.05, so hypothesis 4 was accepted. Thus, the hypothesis which states that the Work Environment (X2) has a positive and significant effect on Job Satisfaction (Y2) is accepted.

This study suggests that Didukcapil Pati employees feel enthusiastic and comfortable when they have a healthy work environment, both a physical work environment and a non-physical work environment. According to Sutrisno (2010) the work environment is the overall working facilities and infrastructure around employees who are doing work that can affect the implementation of work. The enthusiasm that grows from these employees can have an impact on the resulting performance later. Where maximum performance results can trigger high job satisfaction as well. Job satisfaction is what can make employees feel proud of the performance they produce.

The results of this study are in accordance with [12], [19] showing that the work environment influences employee job satisfaction.

5. Effect of Employee Performance (Y1) on Job Satisfaction (Y2)

The results showed that there was an effect of Employee Performance (Y1) on Job Satisfaction (Y2) as indicated by the t table value of 1.96 with t count of 3.666 with a significant value of 0.000 less than the alpha value of 0.05, so hypothesis 5 is accepted. This means that the variable Employee Performance (Y1) has a significant positive effect on Employee Job Satisfaction (Y2).

Job satisfaction is an employee's emotional response to work situations that are determined by the achievement of results that meet or exceed expectations [20]. So, from the research that has been done, job satisfaction is also influenced by the results of the employee's own performance. "Performance (work achievement) is the result in quality and quantity by an employee in carrying out their duties in accordance with their responsibilities." Where, judging

from the performance that has been carried out so far, is it in accordance with the final results later [21]. So, an employee who has high fighting spirit and enthusiasm will try his best to perform, which in turn will get high job satisfaction for the work he has done.

The results of this study are in line with the research of [12] which show that job satisfaction affects employee performance.

5. CONCLUSION

5.1 Conclusion

Based on the results and discussion of the data testing, the following conclusions can be drawn:

1. Leadership Style (X1) has a positive and significant effect on Employee Performance (Y1)
2. Work Environment (X2) has a positive and significant effect on Employee Performance (Y1)
3. Leadership style (X1) has a positive and significant effect on employee job satisfaction (Y2).
4. Work environment (X2) positive and significant effect on employee job satisfaction (Y2)
5. Employee Performance (Y1) has a significant positive effect on employee job satisfaction (Y2)

5.2 Suggestion

1. Based on Research Results

Based on the results of this study, the work environment variable (X2) makes the smallest contribution to job satisfaction (Y2). So that the advice obtained is to improve the good work environment, both the direct work environment and the indirect work environment.

2. For Agencies

a. Leaders must establish good communication with employees, for example discussing and being open to employee opinions. In addition, maintain and improve work facilities that support in order to improve performance and perceived job satisfaction.
b. Coordinate regularly in conducting gathering activities which can provide good relations between employees, between leaders and subordinates, so that gaps are not created.

3. For Next Research

a. It is hoped that further research will be able to develop a variety of independent variables, for example referring to the theory from [22] with 8 independent variables.
b. Enlarge the number of respondents, so as to increase the number of population and samples so that research is more diverse.

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