

THE EFFECT OF LEADERSHIP STYLE, WORK ENVIRONMENT, AND MOTIVATION ON EMPLOYEE PERFORMANCE AT PT. BPR KARTICENTRA ARTHA SEMARANG

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ABSTRACT

This study aims to test and analyze the effect of leadership style, work environment and motivation on employee performance. The population in this study were all employees of PT BPR Karticentra Artha Semarang and the sample used amounted to 100 employees. This study uses primary data in the form of statement items in a questionnaire. The data is processed using the SPSS application. The results of data processing are in the form of a description of the respondent's identity, variable descriptions, validity test results, reliability test results, model feasibility test results (F test), determination coefficient test results and hypothesis test results (t test). Based on the results of hypothesis testing, it is found that leadership style has a positive and significant effect on employee performance, the work environment has a positive and significant effect on employee performance, motivation has a positive and significant effect on employee performance.

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1. INTRODUCTION

Importance role source Power man Good in a manner individual nor group in manage something company No Can underestimated . Although available technology _ in the current digital age This can give excellence , p That no the only one factor important For reach success in manage company . Main capital required _ is ability running man _ task the . because _ it , company hope own source Power qualified and capable human beings produce fulfilling performance _ expectations and needs company .

PT. BPR Karticentra Artha is companies operating in the field banking located on Jl . Lieutenant General S. Parman , Dam , Kec . Gajahmungkur , Semarang City, Central Java 50112 . PT. BPR Karticentra Artha has sincere commitment _ For help entrepreneurs in various _ sector productive businesses and MSMEs in order to be able to develop work and help too public in a manner more wide For increase quality alive , deep various aspects , including education , place _ stay , means work , and so on . PT. BPR Karticentra Artha maximizes quantity performance in achievement assets are highly dependent on performance his employees . Asset a bank is very decisive the bank's achievements itself , then BPR Karticentra Artha must Can maximizing the performance of its employees in order to compete with other BPRs .

Empirical study For analyze influence style leadership to performance employee has conducted by Tolve , Mamentu and Rumawas (2021), Faraby (2018), Ismail et al . (2023), Aisah and Wardani (2020), Batubara (2020), Heryyanti and Putri (2021), and Kusumayanti , Ratnasari and Hakim (2020) stated that style leadership influential positive and significant to performance employee . Temporary research conducted by Wijaya (2018) shows that style leadership influential negative to performance employee .

Empirical study For analyze influence environment Work to performance employee has done by Gulltom et al . (2021), Tolve , Mamentu and Rumawas (2021), Faraby (2018), Djamil and Zaenudin (2018), Sembiring (2020), Agung, Djunaidi and Astuti (2019), Abdullah (2018), and Heryanti and Putri (2021) found it that variable environment Work own influence positive and significant to performance employee . However study This different with research conducted by Ismail et al . (2023) which shows that environment Work influential negative to performance employee .

Empirical study For analyze influence environment Work to performance employee has conducted by Sembiring (2020), Tolve , Mamentu and Rumawas (2021), Faraby (2018), Sembiring (2020), Agung,

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Djunaidi and Astuti (2019), Sukatendel, Sembiring and Rajagukguk (2021), Kusumayanti, Ratnasari and Hakim (2020), Farisi, Irnawati and Fahmi (2020), as well as Anandita, Baharudin and Mahendri (2021) which shows that motivation Work influential positive and significant to performance employee. But different with research conducted by Abdullah (2018), which suggests that motivation influential negative to performance employee.

Sedarmayanti (2018) defines performance as results Work, a management process in a manner whole, where results Work somebody measured. Performance or performance is a description about level achievement implementation an activity programme or policy in something planning strategic something organization. Robbins (2013) explains that there are five dimensions for measuring individual employee performance, namely: quality with indicators quality the resulting work, perfection task to work and abilities employees; quantity with indicator number of units and amount cycle activity; accuracy time with indicator output results match coordination and maximization time for other activities; effectiveness with indicator maximizing use source Power company and independence with indicator level employee operate function work, commitment Work with company, and responsibility answer to company.

For optimizing source Power human (HR) in organization need notice a number of possible factor - influence performance employee including style - applied leadership - in organization the. In fact style leadership can influence Spirit work, performance and especially level performance something organization. Wijaya (2018) suggests that style leadership is behavior or method selected and used - leader in influence thoughts, feelings, attitudes and behavior of members organization his subordinates. According to Robbins (2015) in Tolu, Mamentu, and Rumawas (2021) style leadership own a number of indicator that is directive, supportive, participatory, and orientation achievement.

Heryanti and Putri (2021) suggest that environment Work is part very important component when employee do activity work. With notice environment good work - or create condition capable work - give motivation for work, then will bring influence to activity excitement or Spirit employee in work. Mangkunegara (2010) in Djamil and Zaenudin (2018) state that there are three dimensions of the work environment, namely physical work environment conditions, non-physical work environment and psychological factors. Conditions of the physical work environment include indicators of work space environmental factors and work space cleanliness and tidiness factors. The non-physical work environment includes indicators social environmental conditions, social status factors, labor relations factors and information system factors. While psychological factors include indicators work boredom and fatigue at work.

Agung, Djunaidi and Astuti (2019) argued that motivation is a directing and encouraging process subordinates in order for them can Work in accordance with the parameters set, with objective reach optimal results for organization. Giving process encouragement involve series necessary activities - done for give motivation to employees in order for them can Work in line with objective organization. Sedarmayanti (2007) in Wijaya (2018) mentions there is a number of indicator motivation that is salary, supervision, policy and administration, relations work, conditions work, opportunities for forward, confession or respect, cleanliness, and responsibility answer.

2. METHODS

Population in research This is PT employees BPR Karticentra Artha Semarang, which is located on Jl. Lieutenant General S. Parman, Dam, Kec. Gajahmungkur, Semarang City, Central Java 50112. Sample taken - as many as 100 employees, consisting of 58 men and 42 women. Inner data form study This is the primary data where the data obtained in a manner direct with data collection media in the form of questionnaire. Retrieval technique sample used - in study This that is technique *non-probability sampling* with approach *purposive sampling*. *Purposive sampling* ie technique determination sample with consideration certain with his employees has work at least one year ever. Furthermore done data processing in the form description identity respondent, description variables, validity test results, reliability test results, F test results, coefficient test results determination (R^2), and the results of hypothesis testing.

3. RESULTS AND DISCUSSION

Description respondent

Table 1 Description Respondents

No	Information	Frequency	Percentage (%)
1.	Gender	Man	58
		Woman	42
2.	U suck	20 years – 29 years	53
		30 years – 39 years	21
		40 years – 49 years	18
		> 50 years	8
		1 to 5 years	52
3.	Years of service	6 to 10 year	28
		11 to 15 year	8
		> 15 years	12
4.	Education	SENIOR HIGH SCHOOL	42
		S1	51
		S2	7

Source : Processed Data Results

Based on table 1 can seen that majority respondent manifold sex man with total 58 people (58%). Respondents dominated range aged 20-29 years there were 53 people (53%), 93 people with high school and bachelor degree education (93%), and years of service between 1 to 10 years a number of 80 people (80%).

Description Variable

Table 2 Description Variable

Indicator	Means
Directive (X 1 .1)	3.91
Supportive (X 1 .2)	3.88
Participatory (X 1 .3)	3.82
Achievement orientation (X 1 .4)	3.84
Leadership style (X1)	3.86
Workspace layout (X 2 .1)	3.92
Cleanliness and tidiness of work space (X 2 .2)	3.89
Conditions of the social environment (X 2 .3)	3.71
Social status (X 2 .4)	3.56
Employment relationship (X 2 .5)	3.79
Information system (X 2 .6)	3.80
Boredom (X 2 .7)	3.77
Fatigue at work (X 2 .8)	3.54
Environment work (X2)	3.75
Salary (X 3 .1)	3.55
Supervision (X 3 .2)	3.78
Policy and administration (X 31 .3)	3.85
Work relationship (X 3 .4)	3.59
Working conditions (X 3 .5)	3.91
Opportunity to advance (X 3 .6)	3.84
Recognition or award (X 3 .7)	3.58
Cleanliness (X 3 .8)	3.79
Responsibility (X 3 .9)	3.76
Motivation (X3)	3.74
Quality of work produced (Y .1)	3.81
Task perfection of skills (Y .2)	3.77

Ability employee (Y .3)	3.57
Number of units (Y .4)	3.52
Number of activity cycles (Y .5)	3.60
Output results according to coordination (Y .6)	3.51
Maximizing time for other activities (Y .7)	3.54
Maximizing the use of company resources (Y .8)	3.61
The level of employees performing work functions (Y .9)	3.55
Commitment to work with the company (Y .10)	3.83
Corporate responsibility(Y .11)	3.85
Employee performance (Y)	3.65

Source : Processed Data Results

Based on table 2 it is shown that the respondent's answer to style leadership produces a *mean value* of 3.86 , against environment work produces a *mean value* of 3.75 , against motivation produces a *mean value* of 3.74 , and against performance employee produces a *mean value* of 3.65 . With thereby can it was concluded that most of the respondents gave agreed responses to the variables style leadership , environment work , motivation and employee performance .

Validity Test

Table 3 Validity Test Results

Variable	KMO > 0.5	Indicator	Component Matrix
Leadership Style (X1)	0.727	X1.1	0.869
		X1.2	0.884
		X1.3	0.825
		X1.4	0.811
Environment Work (X2)	0.874	X2.1	0.773
		X2.2	0.793
		X2.3	0.798
		X2.4	0.781
		X2.5	0.754
		X2.6	0.709
		X2.7	0.799
Motivation (X3)	0.883	X2.8	0.707
		X3.1	0.732
		X3.2	0.849
		X3.3	0.784
		X3.4	0.764
		X3.5	0.779
		X3.6	0.707
		X3.7	0.816
		X3.8	0.801
		X3.9	0.678
		Employee Performance (Y)	0.932
Y.2	0.832		
Y.3	0.811		
Y.4	0.838		
Y.5	0.848		
Y.6	0.698		
Y.7	0.744		
Y. 8	0.840		
Y.9	0.721		
Y.10	0.739		
Y.11	0.702		

Source : Processed Data Results

Based on Table 3 is shown that For variable style leadership , environment work , motivation and performance employee own KMO value > 0.5 so can interpreted adequacy sample fulfilled . Reluctantly _

thereby analysis can continued . On the validity test stage 1 all indicator style leadership , environment work , motivation and performance employee own mark *component matrix* > 0.4. With thereby can concluded all indicator declared valid, that is that all *variables* capable explain *unobserved variable* .

Reliability Test Results

Table 4 Reliability Test Results

Variable	Cronbach's Alpha	Alpha standard
Leadership Style (X1)	0.868	>0.7
Environment Work (X2)	0.897	>0.7
Work Motivation (X3)	0.913	>0.7
Employee Performance (Y)	0.931	>0.7

Source : Processed Data Results

Based on table 4 is shown that variable style leadership (X1), environment work (X2), motivation (X3), and performance employee (Y) earns mark *cronbach's alpha* > 0.7. So that concluded that all variable in study This said reliable and decent used For testing hypothesis next .

F test results

Table 5 F Test Results

Variable Independent	Variable dependent	F	Sig
Leadership Style (X1)			
Environment work (X2)	Employee Performance (Y)	227,681	0.000
Motivation (X3)			

Source : Processed Data Results

Based on table 5 is shown mark significance 0.000 < 0.05, so can concluded that research model stated worthy (*fit*) for analyzed more continue .

Coefficient Test Determination (R²)

Table 6 Test Results Coefficient Determination (R²)

Variable Independent	Dependent Variable	Adjusted R Square
Leadership Style (X1)		
Environment work (X2)	Employee Performance (Y)	0.873
Motivation (X3)		

Source : Processed Data Results

Based on table 6 can seen mark *Adjusted R Square* is 87.3% which means that variable style leadership (X1), environment work (X2) and motivation (X3) capable explain performance employees (Y) of 87.3% meanwhile the remaining 12.7% (100% - 87.3%) explained other variables that are not followed in research models .

Hypothesis Test Results

Table 7 Hypothesis Test Results

Variable Independent	Variable dependent	Betas	t	Sig
Leadership Style (X1)		0.200	2,684	0.009
Environment Work (X2)	Employee Performance (Y)	0.198	3,460	0.016
Motivation (X3)		0.579	1.188	0.000

Source : Processed Data Results

Based on hypothesis test results as listed in table 7, then findings research obtained _ is as following :

- 1. hypothesis 1 : Leadership style influential positive and significant to performance employee**
Based on Table 7 is described big level mark significance 0.009 < 0.05 and beta value 0.200. this _ means style leadership (X1) is influential positive and significant to performance employee (Y). With thereby hypothesis 1 is accepted .
- 2. hypothesis 2 : Influential work environment positive and significant impact on employee performance**
Based on Table 7 is described big level mark significance 0.016 < 0.05 and beta value 0.198. this _ means environment work (X2) effect positive and significant to performance employee (Y). With thereby hypothesis 2 is accepted .
- 3. hypothesis 3 : Motivation influential positive and significant to performance employee**

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Based on Table 7 is described big level mark significance $0.000 < 0.05$ and beta value 0.579. this means motivation (X3) effect positive and significant to performance employee (Y). With thereby hypothesis 3 is accepted .

Discussion

The Influence of Leadership Style Against Employee Performance

Based on results testing there is positive and significant influence between style leadership to performance employees at PT. BPR Karticentra Artha Semarang. Para supervisor at PT. BPR Karticentra Artha has been able to apply the appropriate leadership style reflected in directive leadership, namely giving clear orders in carrying out tasks so that later subordinates understand the tasks undertaken so that they can carry out tasks correctly without errors . The leadership style is also shown to be supportive, namely supporting every effort of subordinates in carrying out their duties and helping when needed so that subordinates can work without many obstacles. Superiors also have a participatory attitude, namely providing opportunities for subordinates to convey ideas in policy making so as to give subordinates a bigger role. The superiors are also oriented to participate, namely by giving challenges to employees, such as by giving new assignments or providing various variations of tasks so that employee knowledge can be further developed and increase potential in other areas of work that employees have. Employee It is hoped that in the future you can work in various fields of work. Based on the leadership style applied by the superiors , it can be concluded that the superiors PT. BPR Karticentra Artha seeks to further develop employees' self-abilities through encouragement to participate in thinking in making decisions and new challenges at work . this It is hoped that it will make employees continue to work on developing thoughts to provide ideas that will be conveyed to superiors . The existence of new challenges at work will provide more experience and provide opportunities to learn in various fields of work so that the impact of work ability is increased and can achieve better performance. The research results obtained support the research of Faraby (2018) , Heryyanti and Putri (2021) , Tolue , Mamentu and Rumawas (2021), Ismail et al . (2023), Aisah and Wardani (2020), Batubara (2020), and Kusumayanti , Ratnasari and Hakim (2020) which proves that leadership style has a positive and significant effect on employee performance.

Influence Environment Work Against Employee Performance

Based on results testing found positive and significant influence between environment Work to performance employees at PT. BPR Karticentra Artha Semarang. A supportive work environment can be seen from several indications, namely a comfortable workspace layout with sufficient workspace area and all furniture or equipment in the workspace properly arranged according to each place so that it gives a feeling of feeling at home working in the workspace . It can be concluded that the working environment conditions at PT. BPR Karticentra Artha strives more to provide employees with a sense of comfort at work, namely creating a sense of pleasure at work by establishing close relationships between personnel within the company. The company also provides physical facilities that make it comfortable with a well-organized work space that is always kept clean. The impact is that employees can concentrate more on the work being carried out so that they can be more productive at work and this indicates good performance from employees. The research results obtained support Gultom's research et al . (2021), Sembiring (2020), Tolue , Mamentu and Rumawas (2021), Faraby (2018), Djamil and Zaenudin (2018), Agung, Djunaidi and Astuti (2019), Abdullah (2018), and Heriyanti and Putri (2021) which proves that the work environment has a positive and significant effect on employee performance.

Influence Motivation Against Employee Performance

Based on results testing obtained There is positive and significant influence between motivation to performance employees at PT. BPR Karticentra Artha Semarang. Motivation employee rated very well matter This can seen from gift salary . Adequate salary makes employees ready to show their best abilities because indeed they are paid to give their best abilities as a form of professionalism at work . There is a tendency for employees who get an increase in salary to be more motivated to work more optimally and want to make more efforts to achieve the best work results. Meanwhile, other motivating factors such as promotion to a higher position, good relations with colleagues and superiors and being involved in decision making will make employees feel better valued while working at PT. BPR Karticentra Artha . In return, employees will work more actively and bring out their best work abilities in order to achieve better performance. The research results obtained support the research of Agung, Djunaidi and Astuti (2019) Farisi, Irnawati and Fahmi (2020) Kusumayanti, Ratnasari and Hakim (2020), Tolue , Mamentu and Rumawas (2021), Faraby (2018), Sukatendel , Sembiring and Rajagukguk (2021), Anandita ,

Baharudin and Mahendri (2021), as well Djamil and Zaenudin (2018) that proves that motivation has a positive and significant effect on employee performance.

4. CONCLUSION

Based on results study This can concluded that leadership style has a positive and significant effect on employee performance, meaning that with the increasing leadership style will further improve the performance of employees of PT. BPR Karticentra Artha . The work environment has a positive and significant effect on employee performance, meaning that by increasing the quality of the work environment, it will further improve the performance of employees of PT. BPR Karticentra Artha . Motivation has a positive and significant effect on employee performance, meaning that the more increase motivation employees will further improve the performance of employees of PT. BPR Karticentra Artha .

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