

DETERMINANTS OF LEADERSHIP, WORK ENVIRONMENT, MOTIVATION ON EMPLOYEE PERFORMANCE AT PT TELKOM BRANCH SURABAYA

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ABSTRACT

This study aims to determine the effect of leadership, work environment, motivation on the performance of employees of PT Telkom Surabaya Branch. This type of research is a quantitative descriptive research. The population is all employees of PT Telkom Mergoyoso Surabaya Sambi as many as 152 people. The number of samples taken was 53% of the 152 people, the result was 80 respondents. The sampling technique uses simple random sampling. Based on the results of the analysis it can be concluded that leadership style has a significant positive effect on the performance of employees of PT Telkom Surabaya Branch, the work environment has a positive and significant effect on the performance of employees of PT Telkom Surabaya Branch and motivation has a positive and significant effect on the performance of employees of PT Telkom Surabaya Branch

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1. INTRODUCTION

Human resources play a major role in designing and developing an organization so that it can survive and achieve its goals. Organizational goals will not be realized without the active role of humans in it, because the success or failure of an organization depends on the human resources involved in it. Humans have a role in every organizational activity so that they become planners, actors, and determinants of the realization of an organization's goals. Organizing and managing an organization's human resources is not easy because every human being has different thoughts, feelings, statuses, and backgrounds.

The quality of employee performance can be seen from their responsibilities through their ability to complete their tasks. Performance is a work result that is achieved by a person in carrying out the tasks assigned to him based on skill, experience, and sincerity as well as time.(Riyadi, 2011). The work results are the result of the abilities, skills, and desires that have been achieved. Employee performance is very important for an organization to determine the quality of work, quantity of work, timeliness, and attendance of employees while in the company. Performance can be improved by setting a good example of a leader who motivates his employees and always pays attention to his employees at work.

Leadership is someone who uses his duties and authority, which is directed to his subordinates to do the work in achieving organizational goals(Potu, 2013). A leader will use a leadership style according to his abilities and personality(Darmin et al, 2015). The success of an organization depends on the method or style of a leader because a leader has the authority to arrange his employees to do something to achieve goals. Leadership style is the way a leader influences the behavior of others. The leadership style of the company is expected to be able to carry out serious coaching for its employees so that they can improve the quality of the performance of their employees from each company in achieving goals. The quality of employee performance can be seen in serving the community. A leader must be able to apply a good leadership attitude in managing an organization so that every work or activity carried out can achieve goals.

Good working environment conditions can support optimal work implementation so that they have enthusiasm in working to complete their duties. In addition, good environmental conditions will reduce the saturation and fatigue of a worker. Working environment conditions are said to be good or appropriate if humans can carry out activities optimally, healthy, safe and comfortable(Anasari & Suryani, 2015). Good working environment conditions such as adequate work equipment or facilities, work atmosphere, a comfortable and conducive work environment and good relations between workers so as to increase employee performance in achieving the goals set.

Motivation is defined as a state in a person's personality that encourages the individual's desire to carry out certain activities in order to achieve goals (Eka & Ismiyati, 2015). A leader must be able to motivate his employees because with work motivation employees will become more enthusiastic and motivated to carry out their tasks so that they can improve the performance of their employees. If a person's work motivation is lacking, this will result in a decrease in employee performance which has an impact on predetermined goals and targets.

2. METHOD

The population in this study were all 152 employees of PT Telkom Mergoyoso Surabaya Branch. Sampling according to Arikunto (2010: 120), if the subject is less than 100 people it is better to take all of them, if the subject is large or more than 100 people can be taken 10-15% or 20-25% or more. The total population of this study is 152 people, then the researcher decided to take a sample of 53% of the total population. So the number of samples in this study were 80 people.

The sampling technique in this study used a simple random sampling probability sampling technique, which is a random sampling technique for members of the population without regard to the strata in the population (Sugiyono: 2015).

3. RESULTS AND DISCUSSION

Classic assumption test

Normality test

Testing for normality with KolmogorovaSmirnov, the results are as follows:

Table 1. Normality Test ResultsData

| Model a | Unstandardized Residuals | Information |
|------------------------|--------------------------|-------------------------|
| N | 80 | |
| Kolmogorov-Smirnov Z | .767 | Normal distributed data |
| Asymp.kSigg (2-tailed) | .598 | |

The results of the Kolmogrov Smirnovotest test show that the Asymp.oSig (2-tailed) value is 0.05 (0.598 > 0.05) greater. Shows that the regression equation for the model in this study has a normal data distribution.

Heteroscedasticity Test

Results obtained in the heteroscedasticity test are:

Table 2. Glejser Heteroscedasticity Test Results

| Model a | ddSig. | Description a |
|------------------|--------|--------------------------------|
| Leadership Style | 0.504 | There is no heteroscedasticity |
| Work environment | 0.352 | There is no heteroscedasticity |
| Motivation | 0.556 | There is no heteroscedasticity |

Based on the table above shows that the probability value (Sig.) of each independent variable is leadership style is worth 0.504, work environment is worth 0.352 and motivation is worth 0.556 all of which are greater than 0.05. It can be stated that this regression model does not have heteroscedasticity.

Multicollinearity Test

Results obtained in the multicollinearity test are:

Table 3. Multicollinearity Test Results

| Variable | tolerance | VIF | Information |
|-----------------------|-----------|--------|------------------------|
| Leadership Style (X1) | 0.945 | 11,058 | Multicollinearity free |
| Work Environment (X2) | 0.772 | 11.332 | Multicollinearity free |
| Motivation (X3) | 0.751 | 11,296 | Multicollinearity free |

Based on the results of the calculations in the table above, the tolerance value for the leadership style variable is 0.945, the tolerance value for work motivation is 0.751 and the tolerance value for the

work environment variable is 0.772, all of which are > 0.10. So the regression model in this study has no multicollinearity between the independent variables.

Multiple Linear Regression Analysis

Table 4. Results of Multiple Linear Regression Analysis

| Variable | Regression Coefficient | t-count | Sig. |
|------------------|------------------------|---------|-------|
| Constant | 1,692 | 0,750 | 0,456 |
| Leadership Style | 0,215 | 2,697 | 0,009 |
| Work environment | 0,467 | 4,754 | 0,000 |
| Motivation | 0,227 | 2,506 | 0,014 |

Based on the similarities are:

$$y = 1.692 + 0.215x_1 + 0.467x_2 + 0.227x_3$$

F test

Calculation of F count is:

Table 5. F test results

| Model | Sum of squares | Df | Mean f square | F | Sig. o |
|------------|----------------|----|---------------|--------|--------|
| Regression | 324,046 | 3 | 108,015 | 22,877 | 0,000a |
| residual | 358,842 | 76 | 4,722 | | |
| total | 682,887 | 79 | | | |

Based on the table data above, the influence of the variables Leadership Style, Work Environment, Motivation has an Fcount of 22.877 greater than Ftable 22.722 with a significant value of 0.000 and a subtract of 0.05. This indicates that Leadership Style, Work Environment, and Motivation have a simultaneous effect on Employee Performance.

t test

T test calculationcountis:

Table 6. Test Results t

| Model | B | t | Sig. |
|------------------|--------|-------|-------|
| Constant | 81,692 | 0,750 | 0,456 |
| Leadership Style | 80,215 | 2,697 | 0,009 |
| Work environment | 80,467 | 4,754 | 0,000 |
| Motivation | 80,227 | 2,506 | 0,014 |

The calculation results show tcount > ttable (2.697 > 1.991), then the Leadership Style variable has a significant influence on employee performance. Evidenced by a significant value (0.009) smaller than 0.058 (α).

The calculation results show utcount < ttable (4.754 < 1.991), so the Work Environment variable does not have a significant effect on employee performance. Evidenced by a significant value (0.000) less than 0.05i (α).

The calculation results show tcount > ttable (2.506 > 1.991), then the motivation variable has a significant influence on employee performance. Evidenced by a significant value (0.014) less than 90.050 (α).

Coefficient of determination (R2)

The calculation of the coefficient of determination is:

Table 7. Determination Coefficient Test Results

| Model | R | R Square | Adjusted Square | Std. Error of the Estimate |
|-------|--------|----------|-----------------|----------------------------|
| 1f | 40,689 | 50,475 | 0,454 | 2,173 |

Based on the results of data analysis with the program shown in table 7, the Adjusted R square (R²) is 0.454, this means that the variables of Leadership style (X1), Work Environment (X2), and Motivation (X3) have a contribution to employee performance of 45, 4%. While the rest (100%-45.4%=54.6%) is influenced by other factors outside the variables studied.

4. CONCLUSION

Leadership Style, Work Environment and Motivation have a simultaneous and significant effect on the performance of employees of PT Telkom Surabaya Branch. Leadership style has a positive and significant influence on employee performance. This means that leaders can manage their employees well, so the results of each employee's work will be good too. The work environment has a positive and significant influence on employee performance. This means that having a comfortable and safe work environment, working atmosphere, as well as good work facilities and tools will improve employee performance. Motivation has a positive and significant influence on employee performance. It means in relation to improving performance, work motivation describes real conditions that influence arousing, directing and maintaining related behavior with employee performance. The calculation results for the R value obtained in multiple linear regression analysis with an Adjusted R Square value of 0.454. This shows that the variable of increasing employee performance is explained by variations in the variables of leadership style, work environment and motivation of 45.4%. While the remaining 54.6% can be explained by other variables not included in this study.

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