THE INFLUENCE OF LEADERSHIP STYLE, WORK ENVIRONMENT, AND COMMUNICATION ON EMPLOYEE PERFORMANCE AT KPPBC CUSTOMS INTERNATIONAL TYPE A SEMARANG

Garbada Boris Setyawan. S.E, M.Si[1]
Kristiana Susilowati.S.KM, M.M[2]
Ristiana Triwik MD., S.SiT., M.Si[3]
Program Studi Manajemen Fakultas Manajemen, Hukum, Dan Informatika
Universitas Karya Husada Semarang
garbadaborissetyawan@gmail.com
Susilowati@unkaha.ac.id
Kristianatriwik@unkaha.ac.id

Abstract:

The purpose of this study was to find out about the Influence of Leadership Style, Work Environment, and Communication on the Performance of KPPBC TMP A Semarang Employees. The population used was 61 employees in the Middle Customs Type Customs Excise Supervision and Service Office (KPPBC) A Semarang. Determination of this sample using a census random sampling technique. There were 61 employee samples used in this investigation. This research data analysis tool uses multiple linear regression.

The study's findings demonstrate the beneficial impact of leadership style on worker performance. The value of the t count is bigger than the t table, which specifically, indicates this. $0.725 > 1.672$, with a sig. of $0.009 < 0.05$ (significant). The atmosphere at work is beneficial to employee performance. This is shown based on the determined t value of $4,451 > 1,672$, with a sig. of $0.000 < 0.05$ (significant). Communication has a positive effect on employee performance. This is shown by the calculated t value of $2,316 > 1.672$, with a sig. of $0.004 < 0.05$ (significant).

Keywords: *Leadership Style, Work Environment, Communication, Employee Performance*

1. Introduction

In this era of globalization, everything changes without certainty and is full of surprises that are difficult to predict. Therefore, to maintain the existence of an institution, whether private or government organizations, it is necessary to make adjustments to these changes. Many things influence performance, including leadership style, work environment, and communication. A person tends to work enthusiastically if he can get satisfaction from his work and job satisfaction is a key driver of moral discipline and performance in supporting the realization of goals and the organization. If the performance of employees is high, the higher the level of satisfaction achieved will be. Employees who are not satisfied with their work tend to withdraw or avoid themselves from work situations that are both physical and psychological (Hasibuan, 2017).

Paradigm changes have consequences for the government to always achieve good work results. Many things can influence good work results for individuals in an organization, including leadership style at work. Leadership is one of the factors that influences employee performance levels. Leadership is the ability to achieve goals with enthusiasm Ramlan (2015). Research conducted by Suryadhana (2018) explains that leadership is the ability of superiors to mobilize and direct their subordinates in achieving expected goals. A leader is required to be able to control his subordinates so that they can carry out tasks in accordance with their field. This indicates that attaining corporate goals depends in part on effective leadership. The application of leadership cannot be separated from organizational culture and employee performance, which is a value system held and carried carried undertaken by organization members in order to set the organization apart from other organizations. Suranta (2002) and Tampubolon (2007) have examined the influence of leadership style on performance, stating that leadership style has a significant influence on employee performance.

Work environment indicators are also factors that influence employee job satisfaction. According to Nitisemito (2012) the work environment is everything in the worker's environment that can influence him in carrying out the assigned tasks. Research conducted by Karstoro (2018) explains that a good work environment is if it is able to support the effectiveness of employees' work tasks, socially it will increase employee job satisfaction. Research conducted by Widodo (2015) and Wahyudi and Suryono, (2016) stated that there is a significant influence of the work environment on performance, while research by Arianto (2013) also conducted research at the Demak Regency Education Foundation, with a sample of 30 people. This research states believe performance is not significantly impacted by the workplace.

Communication within a company is a determinant of success in achieving goals, with communication there will be a reciprocal relationship between each person in the company in the form of orders, suggestions, opinions and criticism (Endang, 2019). According to Gorda (2014), various business decisions and policies that are decided, various plans and work programs that will be implemented all require communication. In connection with this, in an organization or company there is a need for good communication between co-workers and with leaders in order to achieve company goals. Research results (Hidayat, 2016; Syamsul, 2017) and (Ginting, 2020) conclude that communication has a positive and significant effect on employee work productivity.

As a public servant, KPPBC Type Madya Pabean A Semarang has also enforced discipline in work, of course with the aim of achieving better performance for this organization. As KPPBC Middle Type Customs A Semarang follows Government regulations and legislation. The rules and regulations that are applied include regulations for employee attendance in the office, use of work uniforms, work standards, permission and annual leave regulations, promotion & position promotion regulations, HR development regulations, and other regulations. Therefore, to achieve good employee performance, every employee is required to be able to comply with existing rules.

The formation of employee performance in the KPPBC Middle Type Customs A Semarang environment can influence the performance of the employees. that employee performance plays a very important role in shaping employee behavior patterns at work. One example is "Group orientation" where the leader emphasizes that every work activity is formed in groups, not individually. For example: establishing Customs and Excise synergy with OJK institutions. synergy between Customs and Excise and Tax institutions. Apart from this, there are several other performances which also play a role in shaping the attitudes and behavior of employees.

Employee performance problems are a common problem or are often faced by an organization. Likewise, the organization at KPPBC Type Madya Pabean A Semarang is currently working to improve its image as a public service provider. However, recently the performance conditions at the KPPBC Intermediate Customs Type A Semarang Institution have decreased. This is evident from the Government Performance Accountability (LAKIP) the report from the KPPBC Intermediate Customs Type A Semarang which can be seen in the table below. It is well known that the typical worker who is active in participating in coaching activities in 2022 can be seen from the member performance assessment data. In the adequate and insufficient categories, there was an increase in 2022 compared to 2021. And there was also a decrease in performance assessments in the very good category, namely in 2021 by 6.4% to 4.5% in 2022. With the criteria for carrying out religious services, the level of absenteeism, task completion, working groups, Ceremonial Ceremony. This indicates that the level of employee participation in participating in activities is optimal. Apart from that, there are various other problems related to employee discipline, namely frequently being late, unproductive behavior, delays in completing tasks. The conditions above will later influence the success of coaching because the level of employee participation in services is very necessary to achieve successful performance.

Spiritualization and discipline training is carried out by the head of KPPBC Madya Customs Type A Semarang with direction for employees as well as sanctions if undisciplined actions are carried out by employees or employees. Collaboration is established by leaders with employees and the community based on activities carried out based on the duties and functions carried out in established regulations. On the other hand, organizational policies in the form of various coaching programs are not solely determined by the budget and available facilities, but require creative, cheap and easy programs that have an optimal educational impact on employees and the community.

Based on the employee performance values above, it shows that there is still a lot of lack of performance, if not addressed immediately it will disrupt the performance achievements of KPPBC Middle Type Customs A Semarang. So the formulation of the problem is how to improve performance through leadership style, work environment and communication. So the title taken is "The Influence of Work Environment Leadership Style and Communication on Employee Performance at KPPBC Madya Customs Type A Semarang".

2. Research Method

2.1. Research variable

There are two variables used in this research, namely:

1. Dependent variable

The dependent (bound) variable is a variable on which other variables have an impact. Employee performance is the dependent variable in this study (Y).

2. Independent variable

An independent (free) a variable is one that influences other variables. The independent variables in this research consist of:

X1 = Leadership Style

X2 = Work Environment

X3 = Communication

2.2. Operational definition

The operational definition of each variable that will be used in this research is: Leadership style, work environment, communication and employee performance are as follows:

1. Leadership Style

A leader's pattern, ability, and manner of acting in order to persuade, motivate, and control followers or subordinates to perform tasks in order to accomplish a goal is known as their leadership style. Several indicators of leadership style according to Likert (1961) in Handoko (2013) are:

a. Establishing relationships between leaders and subordinates

b. How to assign assignments

c. Communication

d. Pressure

e. Have integrity

2. Work Environment

Nitisemito (2012) states that everything around us is the work environment. the worker that can influence him in completing the assigned tasks. For example music, tidiness, and so forth. Work environment indicators according to Nitisemito (2012):

a. Work atmosphere

b. Relationships with coworkers

c. Availability of work facilities

d. Work safety standards

e. Work Environment Guarantee

3. Communication

   Communication is the transfer of information and meaning from one party to another through the use of shared symbols. Indicators for measuring communication variables include (Sriussadaporn in (Mas'ud, 2008):

   a. Aspect of professionalism

   b. Aspects of similarity

   c. Aspect of spontaneity

   d. Orientation aspect

   e. Explanatory aspect

4. Employee performance

   Performance is the achievement or level of success attained by a worker while performing his/her tasks in a certain period. Employee performance variables in this research are measured based on the following indicators: (Wirawan, 2019):

   a. Determined time for completing work

   b. Ability to complete tasks according to work volume

   c. Skills in completing work

   d. Conformity of completing work with procedures

   e. Error rate in completing work

2.3. Population and Sample

The population in this study were general employees at KPPBCC intermediate type Customs A, Semarang. A total of 155 people. The sampling technique in this research used the random sampling method. This research uses. These standards led to the research's sample size being rounded to 61 persons.

3. Results and Discussion

3.1. Analysis Process and Results

3.1.1. Validity and Reliability Test

1. Validity Test

   The validity test is used to measure whether a questionnaire is valid or not. This validity test is carried out by comparing the calculated r with the r table. If r count > r table then the questionnaire is declared valid. Based on the computer printout, the table below can be compiled.

   The results show that all questionnaire variables are valid because each item meets the requirements, namely the Corrected Item Total Correlation value or r count > r table = 0.254 (N = 61, α = 0.05).

2. Reliability Test

   Reliability testing is used to measure the reliability of the answer to a question or in other words to determine the degree of stability of the measuring instrument. Based on the computer printout, the table below can be compiled:The results show that the Cronbach alpha r value calculated for the four variables, namely leadership style (X1), work environment (X2), communication (X3), and employee performance (Y1) are all greater than 0.70 (standard r) so it can be concluded that the results reliable questionnaire testing.

3.1.2. Model Feasibility Test

1. Influence of Leadership Style, Work Environment, and Communication on Employee Performance.
   a. Coefficient determination
   The results of the coefficient determination test can be explained based on the following table. The results show that the R squared adjustment or adjusted R^2 figure is 0.824. This means that the leadership style, work environment, and communication variables can explain variations in the Employee Performance variable by 82.4%, while 17.6% can be explained by other variables/factors outside the model, for example, motivation, compensation, discipline, and so on.
   b. F test
   The results show that the calculated F value = 15,716> F table = 2.77 (df = n – k – 1 = 61 – 3 – 1 = 57, α = 0.05) with a significance figure = 0.000 < α = 0.05 (significance).
   It is possible to determine that this regression equation model is appropriate for use based on the results of the F and adjusted R square tests.

3.2. Hypothesis Test

3.2.1. Hypothesis Testing of the Influence of Leadership Style, Work Environment, and Communication on Employee Performance

The following hypothesis explains the hypothesis testing of the impact of communication, work environment, and leadership style on employee performance:

Model		Standardized Coefficients Beta	T	Sig.
1	(Constant)		2.555	.013
	Leadership Style	.285	2.725	.009
	Work Environment	.444	4.451	.000
	Communication	.242	2.316	.004

Source: Primary Data Processed, 2023

1. Hypothesis 1 (H1);
   This table shows that the calculated t value of the Leadership Style variable's impact on Employee Performance is 2,725> t table = 1.672 (df = n – k – 1 = 61 – 3 – 1 = 57, α = 0.05, one-party test) can be seen in attachment – 9, with a significance figure of 0.009 < α = 0.05 (significant).
2. Hypothesis 2 (H2):
   This table shows that the calculated t value of the influence of work environment variables on employee performance is 4,451> t table = 1.672 (df = n – k – 1 = 61 – 3 – 1 = 57, α = 0.05, one-sided test) can be seen in attachment – 9, with a significance figure of 0.000 < α = 0.05 (significant).
3. Hypothesis 3 (H3):
   This table shows that the calculated t value of the influence of communication variables on employee performance is 2,316> t table = 1.672 (df = n – k – 1 = 61 – 3 – 1 = 57, α = 0.05, one-party test) can be seen in attachment – 9, with a significance figure of 0.004 < α = 0.05 (significant).

3.2.2. Regression Analysis of the Influence of Leadership Style, Work Environment, and Communication on Employee Performance

	Coefficients				
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	5.485	2.146		2.555	.013
Leadership Style	.239	.088	.285	2.725	.009
Work Environment	.316	.071	.444	4.451	.000
Communication	.155	.067	.242	2.316	.004

a. Dependent Variable: Employee Performance

Source: Primary Data Processed, 2023

In this way, the magnitude of each influence can be known:
1. A regression coefficient of 0.285 shows that leadership style has a positive effect on employee performance. This can be interpreted to mean that the better the leadership style, the more employee performance will increase. By having a value of 0.285, it shows that the independent variable has a positive influence.
2. Employee performance is positively impacted by the work environment, as seen by the regression coefficient of 0.444. This may be taken to suggest that worker productivity will rise

in proportion to the comfort level of the workplace. A result of 0.444 indicates a positive influence from the independent variable.

3. Employee performance is positively impacted by communication, as seen by the regression coefficient of 0.242. This could be taken to suggest that employee performance will be more demonstrated the more at ease and dedicated the organization is. Its value of 0.242 indicates a positive influence from the independent variable.

4. Conclusion

Several inferences can be made based on the data analysis results, including the following:

1. The outcomes of the hypothesis test demonstrate that the calculated t value of the influence of the work discipline variable on employee performance = 2,725 > 1,672 and the significant number = 0.009 < α = 0.05 so it is significant. Thus hypothesis 1 (H1) is that leadership style has a positive effect on employee performance.

2. The outcomes of the hypothesis test demonstrate that the calculated t value of the influence of work environment variables on employee performance = 4,451 > 1.672 and the significant number 0.000 < α = 0.05 so it is significant. Thus, hypothesis 2 (H2) that work envurinment variables have a positive effect on employee is proven.

3. The outcomes of the hypothesis test demonstrate that the calculated t value of the tha influence of communication variables on employee performance = 2,316 > 1.672 and the significant number = 0.004 < α = 0.005 so it is significant. Thus, hypothesis 3 (H3) that communication variables have a positive effect on employee performance is proven.

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