

THE INFLUENCE OF LEADERSHIP AND THE ENVIRONMENT WORK ON EMPLOYEE PERFORMANCE PT. CITRA SURVEYOR INDONESIA

Ahmad Hudalil⁽¹⁾, Ahmaluddin⁽²⁾

Sang Bumi Ruwa Jurai University

ahmadhudalil@gmail.com , ahmaluddin12@gmail.com

Abstract. *This study uses an explanatory research model, namely a problem-solving model that describes the problem and explains it based on existing data. In reviewing the theoretical approach and the numbers that relate to one another. In this research is quantitative where the explanation is objective by explaining the existing approaches. This study used 26 respondents from PT. Indonesian Surveyor Image. There are three variables in this study, namely: 2 (two) independent variables (X1 and X2) and 1 (one) dependent variable where Leadership (X1) and Work Environment (X2) are independent variables and Employee Performance (Y) is the dependent variable.*

From the results of data processing, it has been found that the answers to the hypothesis are as follows; there is an influence of leadership (X1) on employee performance (Y), with a level of influence (R-square) of 79.1%, which means that leadership has an influence of 79.1% on employee performance. There is an influence between the Work Environment (X2) on Employee Performance (Y), with an influence level of 99.1% which means that the Work Environment has an influence of 99.1% on Employee Performance. There is an influence between Leadership (X1), Work Environment (X2) and Employee Performance (Y), with an influence level of 99.1% which means that Leadership and Work Environment have an influence of 99.1% on Employee Performance.

Keywords: *Leadership, Work Environment, and Employee Performance.*

PENGARUH KEPEMIMPINAN DAN LINGKUNGAN KERJA TERHADAP KINERJA PEGAWAI PT.CITRA SURVEYOR INDONESIA

Ahmad Hudalil⁽¹⁾, Ahmaluddin⁽²⁾

Sang Bumi Ruwa Jurai University

ahmadhudalil@gmail.com , ahmaluddin12@gmail.com

Abstrak. Penelitian ini menggunakan model penelitian Explanatory yaitu model pemecahan masalah yang menguraikan masalah dan menjelaskannya berdasarkan data yang ada. Dalam mengulas secara pendekatan teori dan angka angka yang berhubungan satu dengan lainnya. Dalam penelitian ini bersifat kuantitatif dimana penjelasannya bersifat objektif dengan menjelaskan pendekatan-pendekatan yang ada. Penelitian ini menggunakan 26 responden dari PT. Citra Surveyor Indonesia. Ada tiga variabel dalam penelitian ini yaitu : 2 (dua) Variabel bebas (X₁ dan X₂) dan 1 (satu) variabel terikat dimana Kepemimpinan (X₁) dan Lingkungan Kerja (X₂) sebagai variabel bebas dan Kinerja Pegawai (Y) sebagai variabel terikat.

Dari hasil pengolahan data maka hipotesis penelitian sebagai berikut; terdapat pengaruh Kepemimpinan (X₁) terhadap Kinerja Pegawai (Y), dengan tingkat pengaruh (R-square) sebesar 79,1 % yang berarti Kepemimpinan memberikan pengaruh sebesar 79,1 % terhadap Kinerja Pegawai. Terdapat pengaruh antara Lingkungan Kerja (X₂) terhadap Kinerja Pegawai (Y), dengan tingkat pengaruh sebesar 99,1% yang berarti bahwa Lingkungan Kerja memberikan pengaruh sebesar 99,1% terhadap Kinerja Pegawai. Terdapat pengaruh antara Kepemimpinan (X₁), Lingkungan Kerja (X₂) dengan Kinerja Pegawai (Y), dengan tingkat pengaruh sebesar 99,1% yang berarti bahwa Kepemimpinan dan Lingkungan Kerja memberikan pengaruh sebesar 99,1% terhadap Kinerja Pegawai.

Kata kunci: Kepemimpinan, Lingkungan Kerja, dan Kinerja Pegawai.

INTRODUCTION

Employee performance is a real behavior that is displayed by each employee as work performance produced in accordance with his role in the organization organization (Rivai, 2012: 309). For every person who works or in a work group, performance is always expected to be of good quality and quantity. To get the results itself must be supported by setting goals and starting with a rational work plan. The purpose of setting performance goals is to set useful goals not only as a guide to achieving goals, but also as a means of evaluating performance at the end of the period and for managing post-employment conditions during the period (Setiyawan and Waridin, 2016: 184).

Improving organizational performance in an agency as a whole must start from improving the individual performance of each employee in the agency. Employee performance has great potential to become a competitive advantage that is difficult to imitate, as is the paradigm in Human Capital Management. Currently, human resources are no longer considered as objects of implementing orders and company policies, but rather as subjects or behaviors that determine the continuity of a company or

organization. Every organization will always try to improve employee performance, with the hope that the company's goals can be achieved and become better from year to year.

Performance associated with motivation, leadership, job satisfaction has become a concern for researchers in the field of human resources. Financial management needs reliable human resources to be able to plan, administer, implement and carry out accountability. These changes are prerequisites that may be met, internally financial management and management empowerment must be optimized at the

PT. Citra Surveyor Indonesia. Without the support of the quality of human resources involved in it, the role of leadership towards subordinates will affect the success or failure of a goal. Therefore, the leader is a central figure who can increase the performance of his subordinates. It is necessary to evaluate the various activities and human resources involved in it, both organizational leaders and staff within the organization. Ineffective performance of leaders and employees is also related to leadership, motivation that needs to be addressed, incentives that are more proportional, work environment that is not fully supportive and

job satisfaction that has not been optimal which results in performance not being achieved.

For every person who works or in a work group, performance is always expected to be of good quality and quantity. To get the results itself must be supported by setting goals and starting with a rational work plan. The purpose of setting performance goals is to set useful goals not only as a guide to achieving goals, but also as a means of evaluating performance at the end of the period and for managing post-employment conditions during the period (Setiyawan and Waridin, 2016: 184).

Phenomena or problems that occur in the object of research in terms of employee performance at PT. Citra Surveyor Indonesia is the target of completing work that is not in accordance with the realization of the employee's work as shown in the following table:

List of Job Completion Targets		
No. Uraian Pekerjaan	Target	Realisasi
1. Laporan Kegiatan Surveyor	3 hari	7 hari
2. Penyelesaian Administrasi Kepegawaian	2 hari	5 hari
3. Penyelesaian SPJ kegiatan surveyor	2 hari	7 hari
4. Penyusunan Laporan Report Kapal	1 bulan	3 bulan

Source: PT. Citra Surveyor Indonesia, 2021

Based on the table above, it can be concluded that the percentage of the results

of the evaluation of the implementation of PT. Citra Surveyor Indonesia during 2021 in terms of employee performance has always decreased. In addition to the agency phenomenon above, there are different research results phenomena (research gaps) from several previous findings.

Improving organizational performance in an agency as a whole must start from improving the individual performance of each employee in the agency. Employee performance has great potential to become a competitive advantage that is difficult to imitate, as is the paradigm in Human Capital Management. Currently, human resources are no longer considered as objects of implementing orders and company policies, but rather as subjects or behaviors that determine the continuity of a company or organization. Every organization will always try to improve employee performance, with the hope that the company's goals can be achieved and become better from year to year.

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 (Mangkunegara, 2010: 67). To improve employee performance, of course, there are many factors that influence,

including internal factors that exist in employees such as discipline, motivation, competence, skills and education level and external factors, namely work environment, leadership supervision, work facilities. Internal factors are formed by the person while external factors are formed by the work environment. A comfortable, safe, conducive work environment, as well as available facilities and infrastructure will indirectly affect better work results.

THEORETICAL BASIS

Tohardi (2010:222) "The process of influencing individual activities and groups in an effort to achieve goals in certain situations. Efforts to influence many people through communication to achieve goals". Meanwhile, according to Bambang (2010:29) Leadership is an effort or activity carried out by someone in human relations to influence others and is directed through a communication process with the aim that the other person (perhaps a person or group of people) wants to do something in an effort to achieve what is desired for the affected person or by all of them.

According to Friska (2004:1) leadership is the power to influence someone, either in doing something or not doing something, subordinates are led from not by telling or pushing from behind. This

means that a leader always serves his subordinates better than his subordinates serve him. The leader combines the needs of his subordinates with the needs of the organization and the needs of employees as a whole.

The role of leaders or leadership in organizations or companies there are three forms, namely:

1. Roles that are interpersonal,
2. Informational roles,
3. The role of decision making.
4. Good leadership must have the following characteristics:
 1. Has the ability to exceed others.
 2. Have a great sense of responsibility.
 3. Willing to work hard.
 4. Sociable.
 5. Give examples of working with enthusiasm for subordinates.
 6. Have a sense of integrity.

The role of leaders or leadership in organizations or companies there are three forms, namely:

- 1) Interpersonal roles, as measured by:
 - a. The ability to give encouragement.
 - b. Ability to be responsible for work.
- 2) Informational roles, as measured by:
 - a. Ability to convey information to subordinates.

- b. Ability to receive information from subordinates.
- c) Ability to analyze existing information

The work environment is something that surrounds the workers and that affects them in carrying out the tasks assigned by Nitisemito, A.S., (2012). Agencies should be able to reflect conditions that support cooperation between superiors, subordinates and those who have the same position status in the agency. Conditions that should be created are a family atmosphere, good communication and self-control. The work environment can be defined as the forces that influence, either directly or indirectly, on the performance of the organization or agency Terry, George R., (2006).

Schultz & Schultz, (2006) define the work environment as a condition related to the characteristics of the workplace on the behavior and attitudes of employees where it relates to the occurrence of psychological changes due to things experienced in their work or in certain circumstances that must be met. continue to be noticed by the organization which includes work boredom, monotonous work and fatigue. Meanwhile, Sedarmayati (2009: 43) gives the opinion that the work environment is the whole of the tools and

materials encountered, the environment in which a person works, his work methods, and work arrangements both as individuals and as groups.

Based on several definitions according to the experts mentioned above, it can be concluded that the work environment is everything that is around the employee's workplace, both physical and non-physical that can support the performance of an employee in carrying out the tasks assigned to him. . A clean, comfortable, and conducive workspace is expected to support an employee's performance. In addition to the physical work environment, the non-physical work environment in the form of social relations with colleagues and superiors also has an influence on the performance of employees in the agency.

Soetjipto (2013: 52) formulates several influences or impacts from the work environment, including:

1. Employee comfort

Comfort in work will usually have an impact on the quality of one's work, therefore, employee comfort is well received in the sense that the work environment is supportive, so employees will work optimally.

2. Employee behavior

Work behavior is where people at work can actualize themselves through attitudes at work. The attitude taken by employees to determine what they will do in their workplace environment. A work environment that is safe, comfortable, clean, and has a minimum level of distraction is highly preferred by employees. When employees find a workplace that is less supportive, employee behavior while at work also tends to change, for example by decreasing discipline, low responsibility, and increasing absenteeism.

3. Employee performance

If workplace conditions are guaranteed, it will have an impact on increasing employee performance on an ongoing basis. Employee performance decreases when the organization does not pay attention to the supporting facilities for its employees at work. The availability of facilities can support employee performance to be better.

4. Employee Stress Level

A non-conducive work environment will affect the employee's work stress level. When

employees cannot cope with stress properly, it can result in poor employee service.

Performance is a record of outcomes resulting from certain employee functions or activities carried out over a certain period of time. While the performance of a position as a whole is equal to the number (average) of the performance of employee functions or activities carried out. The definition of performance here does not mean to assess individual characteristics but refers to a series of results that obtained over a certain period of time (Ambar Teguh Sulistiyani, 2003).

According to Ambar Teguh Sulistiyani (2012), a person's performance is a combination of abilities, efforts and opportunities that can be assessed from the results of their work. Performance refers to employee performance which is measured based on standards set by the agency or company.

Performance Appraisal Basics

Broadly speaking standards can be distinguished into two things, namely:

a) Tangible standard is a target that can be determined by measuring instruments or standards consisting of:

- 1) standards in physical form (eg standards for quantity, quality, and time;
- 2) standards in the form of money for example standard costs, income.
- b) Intangible standards, namely targets that cannot be determined by measuring instruments, for example: employee behavior, loyalty, and dedication. Performance is related to the work of each employee.

Performance Elements The elements are as follows:

- a. Cooperation,
- b. Responsibility,
- c. Discipline,
- d. Leadership.

Many studies of variables that affect performance. Synthetically, achievement is influenced by leadership factors, namely work motivation, incentives, work environment, and performance

RESEARCH METHODS

This research was conducted at PT. Citra Surveyor Indonesia, having its address at the Balikpapan Headquarters. The time in this study was carried out from August 20, 2021 - November 30, 2021. The type of research used in this study is an explanatory research model, namely a problem-solving model that describes the

problem and explains it based on existing data. In reviewing the theoretical approach and the numbers that relate to one another.

According to Arikunto Suharsimi (2013: 32) if the object of research is less than 100 then it is better to take all, then if the number is more than 100 it can be taken between 10-15 percent or more. Respondents used were all employees of PT. Citra Surveyor Indonesia as many as 26 employees, so the sample used was 26 respondents in this study.

In this study using multiple linear regression equation with the following formula:

$$Y = a + b_1X_1 + b_2X_2 + Et$$

Information:

Y = Employee Performance

a = Constant

b₁ = Regression coefficient X₁

b₂ = Regression coefficient X₂

X₁ = Leadership

X₂ = Work Environment

Et = Error Term

Linear regression analysis is used to determine changes that occur in the dependent variable (variable Y), the value of the dependent variable based on the known independent value (variable X). By using linear regression analysis, it will measure changes in the dependent variable

based on changes in the independent variables.

To partially test the hypothesis, the t-test is used with the formula:

$$t_{hitung} = \frac{r\sqrt{N-2}}{\sqrt{1-r^2}}$$

Where :

t count = t value

r = Correlation Coefficient

N = Number of respondents

(Sugiyono, 2008: 230)

The criteria for the t-test are as follows:

- If t count > t table then Ha is accepted and Ho is rejected.
- If t count < t table then Ha is rejected and Ho is accepted.

The level of significance in this study used = 0.05 or 5%. What is meant by the null hypothesis (Ho) and the alternative hypothesis (Ha) are:

Ho = r1 0 = Means that there is no influence between leadership on employee performance.

Ha = r1 > 0 = Means that there is an influence between leadership on employee performance.

Ho = r2 0 = Means that there is no influence between the work environment on employee performance.

Ha = r2 > 0 = Means that there is an influence between the work environment on employee performance.

RESEARCH RESULTS AND DISCUSSION

Results of Simultaneous Leadership and Work Environment Influence Test Results on Performance

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1565.706	2	782.853	1358.345	.000 ^b
Residual	13.256	23	.576		
Total	1578.962	25			

a. Dependent Variable: Kinerja Pegawai

b. Predictors: (Constant), Lingkungan Kerja, Kepemimpinan

The table above can be seen that leadership and work environment have a positive effect on employee performance. This can be seen from the calculated F value of 1358,345 which is greater than the F table of 3,592. The significance value of 0.00 which is smaller than 0.05 indicates that together Leadership and work environment have a positive and significant effect on employee performance. To find out how far the influence of the leadership and work environment variables explain the employee performance variable, it can be seen from the value of the coefficient of determination (R Square) in the following table.

Coefficient of Determination test results

X1.X2 – Y

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.996 ^a	.992	.991	.75916

a. Predictors: (Constant), Lingkungan Kerja, Kepemimpinan

From the table above, it is known that the Adjusted R Square value of 0.991 means that $0.991 \times 100\% = 99.1\%$ variations in changes in the dependent variable (performance) can be explained by the independent variables Leadership and Work Environment, while the remaining 0.9% is explained by other factors that are not investigated in this study.

Based on the results of research by researchers, leadership at PT. Citra Surveyor Indonesia is still low, it can be seen that the leadership condition is not fully good so that the spirit and enthusiasm for work is not optimal.

Leadership has a positive effect on employee performance at PT. Citra Surveyor Indonesia R Square value of 0.791 means that $0.791 \times 100\% = 79.1\%$ variation in changes in the performance dependent variable can be explained by the independent variable of leadership, while the remaining 20.9% is explained by other factors.

Based on the results of research by researchers, the work environment at PT.

Citra Surveyor Indonesia is still low, it can be seen that the work environment has a positive effect on employee performance at PT. Citra Surveyor Indonesia R Square value of 0.991 means that 99.1% of the variation in changes in the performance dependent variable can be explained by the independent variable of the Work Environment, while the remaining 0.9% is explained by other factors.

Based on the results of research by researchers, Employee Performance at PT. The image of surveyors in Indonesia is still low, it can be seen that employee performance has decreased, as can be seen from the work not being completed on time. That together leadership and work environment have a positive and significant effect on employee performance at PT. Citra Surveyor Indonesia Adjusted R Square value of 0.991 means that $0.991 \times 100\% = 99.1\%$ variations in changes in the dependent variable (performance) can be explained by the independent variables Leadership and Work Environment, while the remaining 0.9% is explained by other factors not examined in this research.

Employees must have enthusiasm in each of their work so that in achieving their careers they can run smoothly and there are no obstacles whatsoever.

CONCLUSION AND IMPLICATION

The conclusions from this research are:

1. The results of testing the partial hypothesis of the effect on employee performance show that the t-count value for leadership is 9.522 with a constant 2.093, at t-table with db 26 and a significant level of 0.05, it is obtained 1.706 because $t\text{-count} > t\text{table}$ then H_a is accepted, meaning that leadership has an effect on employee performance. at PT. Citra Surveyor Indonesia. The contribution of the leadership variable to performance is 79.1%.
2. The t-count value for the work environment is 51.837 with a constant of 1.614, in ttable with 26 db and a significant level of 0.05, it is obtained 1.706 because $t\text{count} > t\text{table}$ then H_a is accepted. This means that the work environment has an effect on employee performance at PT Citra Surveyor Indonesia. The contribution of the work environment variable to performance is 99.1%.
3. Simultaneously test the hypothesis of the influence of the leadership and work environment variables on performance, it can be seen that the calculated F value is 1358,345 which is greater than the F

table of 3,592. The significance value of 0.000 which is smaller than 0.05 indicates that together Leadership and Work Environment have an effect on employee performance at PT. Citra Surveyor Indonesia. The contribution of the influence of the Leadership and Work Environment variables together on performance is 99.1%, while the remaining 0.9% is a variation of changes in other variables not examined.

From the conclusions above, the following implications are stated:

1. Leadership Variables that need attention Very effective communication skills are needed to instruct other team members about their roles and responsibilities. Verbal and written communication are indispensable for a workspace as there is always room for confusion or otherwise. He must be able to listen to others and act appropriately and correctly.
2. Work Environment Variables that need attention are those that need attention. The lighting in the workspace is quite good. This indicator was chosen because it is the smallest number of answers from respondents compared to answers to other questions in the

indicator. Increasing this indicator can be done by checking in each room because there are several office rooms whose lighting is not functioning properly, thereby reducing the level of performance in doing a job. Employee Performance Variables that need attention are Every employee has the opportunity to achieve career advancement. Employees must have enthusiasm in each of their work so that in achieving their careers they can run smoothly and there are no obstacles whatsoever.

BIBLIOGRAPHY

- Arianto, Dwi Agung Nugroho. (2013). Pengaruh Kedisiplinan Lingkungan Kerja dan Budaya Kerja Terhadap Kinerja Tenaga Pengajar. *Jurnal Economia*. 9 (2): 191-200. Jepara.
- Arikunto, Suharsimi. (2013). *Prosedur Penelitian Suatu Pendekatan Praktik*. Jakarta: PT Rineka Cipta.
- Ambar T Sulistiani. (2012). Pengaruh Lingkungan Kerja terhadap Kinerja Karyawan melalui Variabel Mediator Variabel Motivasi Kerja. Brawijaya: Universitas Malang.
- Barata, Atep Adya. (2003). *Dasar-Dasar Pelayanan Prima*. Jakarta: Yudhistira.
- Gaspersz, Vincent. (2001). *Total Quality Management*. Bogor: VinchrstoPublication.
- Hardiyansyah. (2011). *Kualitas Pelayanan Publik*. Yogyakarta: Gava Media.
- Hardjito, Dydiet 1995. *Teori Organisasi Dan Teknik Pengorganisasian*, Edisi 1, PT Raja Grafindo Persada, Jakarta.
- Hasibuan, Malayu. (2004). *Manajemen Sumber Daya Manusia*. Jakarta: PT. Bumi Aksara.
- Helmi, Avin Fadilla. (1996). *Disiplin Kerja*. Buletin Psikologi. Jakarta: Pres Edisi IV, Nomor 2, Desember.
- Hidayat. (2015). Pengaruh Lingkungan Kerja dan Motivasi Kerja terhadap Kinerja Karyawan Kantor PT. Keramik Diamond Industries. Surabaya: Universitas Petra.
- Kasmir. (2006). *Etika Customer Service*. Jakarta: PT Raja Garfindo Persada.
- Kelman. (1985). *Perilaku Dalam Organisasi*. Jakarta: Erlangga.

- Kusmayadi (2014). Pengaruh Karakteristik Individu, Lingkungan Kerja, dan Motivasi terhadap Kinerja Karyawan di PT. Indomarco Prismatama wilayah kota Cirebon. Malang: Universitas Muhammadiyah Malang
- Lukman, Sukman. (2001). Manajemen Kualitas Pelayanan. Jakarta: STIA LAN.
- Nimpuno, Galih Aryo. (2015). Pengaruh Disiplin Kerja dan Gaya Kepemimpinan terhadap Kinerja Karyawan UD. Pustaka Pelajar Yogyakarta. Skripsi. Yogyakarta: Universitas Negeri Yogyakarta.
- Nitisemito, A. S. 1992. Manajemen Personalia Dan Manajemen Sumber Daya Manusia. Jakarta: Ghalia Indonesia.
- Priyo. (2014). Pengaruh Motivasi Kerja dan Disiplin Kerja terhadap Kinerja Karyawan PT. Stars Internasional kota Surabaya. Universitas Brawijaya: Brawijaya.
- Rivai, Veithzal Fawzi & Basri, M.A. (2004). Manajemen SDM Untuk Perusahaan Dari Teori Ke Praktik. Jakarta: PT Raja Grafindo Persada.
- Schultz, G. S., Sibbald, R. G., Falanga, V., Ayello, E. A., Dowsett, C., Harding, K. & Vanscheidt, W. (2006). Wound bed preparation: a systematic approach to wound management. Wound repair and regeneration, 11(s1), S1-S28
- Sedarmayanti, M., & Pd, M. (2009). Sumber daya manusia dan produktivitas kerja. Mandar Maju. Bandung.
- Soetjipto, Budi W. (2004). Paradigma Baru Manajemen Sumber Daya Manusia. Editor: A. Usmara. Yogyakarta: Asmara Books.
- Sugiyono. (2008). Statistika untuk Penelitian. Bandung: Alfabeta.
- , (2015). Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D. Bandung: Alfabeta.
- Suryabrata. 2007. Kinerja Pegawai. Rhineka Cipta Jakarta.
- Terry, George R. (2006). Principles of Management. Bandung: Alumni.
- Tjiptono, Fandy. (2012). Service Management: Mewujudkan

Pelayanan Prima.Yogyakarta:
Andi Offset.

-----, (2008). Strategi
Pemasaran. Yogyakarta: Andi
Offset

Tohardi, Ahmad. (2002). Pemahaman
Praktis Manajemen Sumber
Daya

Manusia. Bandung: Penerbit Mandar Maju

Tu'u, Tulus. (2004). Peran Disiplin Pada
Perilaku dan Prestasi Siswa.
Jakarta: Gramedia
Widiasarana.

Umar, Husein, 2005. Riset Manajemen
Sumber Daya Manusia dalam
organisasi. Gramedia Pustaka
Utama. Jakarta.

Uyanto, 2006. Metode Penelitian. Bumi
Aksara. Jakarta.

Utaminingsih, Alifiulahtin. (2014).
Perilaku Organisasi: Kajian
Teoritik & Empirik Terhadap
Budaya. Malang: UB Pres.

Sumber lain:

Pascasarjana Prodi Magister Manajemen
Universitas Sang Bumi Ruwa
Jurai Bandar Lampung, Buku
Pedoman Penyusunan
Penulisan Tesis.