

**EMPLOYEE PERFORMANCE REVIEWED FROM LEADERSHIP, COMPETENCE,
MOTIVATION AND WORK ENVIRONMENT
(Study on The Department of Environment and Forestry Klaten Regency)**

Tri Praptama, Istiatin, Sudarwati

Program Studi Magister Manajemen, Program Pascasarjana,

Universitas Islam Batik Surakarta, Indonesia

E-mail : tri.dispertankla10@gmail.com

Abstract : *This research aims to know the influence of a variety of brothers, eras, roots, and work environment outside the variables done by employees in the Office of Environment and Forestry Klaten. Which research is everywhere is quantitative. The life in this study is what all employees in the Klaten District Environment and Forestry Office numbered 43 people. Sampling techniques use saturated samples. The technique for research data analysis is multiple linear regression analysis. The results of which research is done is a variable of a sub-district, era, and work environment has a positive and also good from the variables conducted by employees in the Department of Environment and Forestry Klaten. It is expected that the Klaten District Environment and Forestry Office will continue to maintain and improve the leadership quality, competence, motivation and work environment of existing employees so that the performance of employees will also continue to improve and indeed become better than before.*

Keywords: *Employee Performance, Leadership, Competence, Motivation and Work Environment*

1. Introductions

Management of human resources is a fundamental aspect that is certainly very important in supporting the development of a company or organization to achieve a goal that has undoubtedly been set. Human resources itself has such a significant role in a company and also an organization. HR has become one of the grand strategies of a company or organization. The management of an HR itself must be seen as an extension of the traditional views to manage many people very effectively and for that it takes so much good knowledge about human behavior and the ability to manage it.

The performance of employees itself is crucial for the company's continuity or the organization in the present and future. A person's performance consists of a combination of ability. Then an effort is also an opportunity that can later be assessed from work (Bahri et al., 2018). Employee performance can reflect the performance of a company or organization (Mulyadi & Marlina, 2010).

Leadership is a factor that can certainly support the performance of employees of a company or organization. Leadership becomes a way for a leader to influence the behavior of subordinates, later willing to work diligently productively to achieve a corporate or organizational goal (Widayati et al., 2016).

Competence is also a factor that can support the performance of employees of a company or organization. Competence becomes a good skill and also good knowledge that comes from an environment in social life and also work that has been absorbed, mastered and then also used for an instrument in order to create a value by a way of carrying out a task and also a good job in the best way (Layaman & Nidak, 2016).

Motivation is undoubtedly also fundamental in improving a performance (Tindow et al., 2014) employees. Work motivation is a form of one of the many factors that will contribute in determining a performance of an employee, from the magnitude or smallness of a motivational influence on a person's performance depending on how much of the motivation intensity has been given by a company or also an organization (Mulyadi & Marlina, 2010).

In addition to leadership, competence, and motivation, the work environment is also a factor that can undoubtedly support employees' performance or organization. A work environment is also a form of all the circumstances that exist in the environment of the workers, either directly or indirectly later can make themselves affected in carrying out the work that has been given (Bahri et al., 2018).

2. Literature Review

A. Employee Performance

Performance itself is a result of the work and also the work behavior that has been achieved when completing a job and then also a good responsibility that has been handed over within a certain time limit. The improvement of a performance of individuals, will most likely also continue to experience an improvement in the performance of the company or also the organization because later the two have a very close relationship (Cashmere, 2016: 182). Indicators that have been used to be able to measure an employee's performance there are five, namely (Cashmere, 2016 : 208-210):

1. Quality of goods or work
2. Amount generated
3. Term of completion of work
4. Cooperation between many employees
5. Emphasis on costs incurred

B. Leadership

Leadership itself is a person who has had the authority to give important tasks and has an ability to be able to persuade or also influence the psyche of others by going through a pattern of excellent relationships in order to achieve a predetermined end result (Amirullah, 2015: 167). Indicators of leadership itself can be seen as follows (Siagian, 2010 : 121-122):

- Mutual trust
- Appreciate every idea given by subordinates
- Give a special count to the feelings of the subordinates
- Always pay attention to the work comfort of its workers
- Always pay attention to the welfare of its workers

C. Competency

Competence itself is a real ability to be able to do work or also materials that are given based on a skill and also good knowledge and has been supported by a work attitude that has been demanded by a given job (Wibowo, 2010: 324). There are at least five dimensions of a competency namely (Wibowo, 2010 : 60):

- Work Motives
- Employee Nature
- Self-concept
- Qualified knowledge
- Good skills

D. Motivation

Motivation itself is a process to support or also give real encouragement to a certain person or also a group of workers so that later they are able to complete something that has been given (Samsudin, 2010: 281). There are several indicators of a work motivation consisting of the following (Mulyadi & Marliana, 2010):

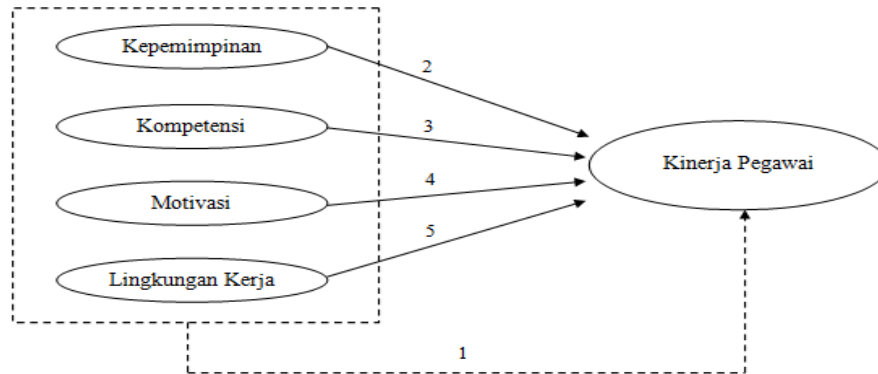
- The need for a feeling of pride has reached the target Employees are proud if the target is achieved successfully.
- Freedom of expression
- Provision of food and drink
- The feeling of work
- Welfare

E. Work Environment

The work environment itself is everything that has been around employees work and can also support in completing a task that has been assigned to him for example by the presence of air conditioners, lighting is very adequate and also others (Nuraini, 2013: 97). Indicators of the work environment are (Setiawan, 2012):

- Where to work
- Adequate work equipment
- Facilities
- Relationship between superiors and employees
- Cooperation between employees

Research Framework And Hypothesis



The quick answers contained in this study are as follows:

- H1: Leadership, competence, motivation, and a work environment have a simultaneous influence and significance on employees' performance in the Office of Environment and Forestry Klaten.
- H2: Leadership has had a very positive influence on employees' performance in the Department of Environment and Forestry Klaten.
- H3: Competence has had a very positive influence on employees' performance in the Department of Environment and Forestry Klaten.
- H4: Motivation has had a very positive influence and also very significant to an employee's performance in the Department of Environment and Forestry Klaten.
- H5: The work environment has had a very positive influence and is also very significant to the performance of employees in the Klaten District Environment and Forestry Office.

3. Research Methodology

This research has been done using quantitative approach. Quantitative research itself is a scientific method because in accordance with scientific rules that are very concrete or also empirical, objective, also measurable, and also rational and systematic (Sugiyono, 2016: 7). The population can also be called the entire subject in the study (Arikunto, 2010: 173). The population in all employees who work in the Klaten District Environment and Forestry Office is 43 people. The sample is also part or representative of a population to be studied (Arikunto, 2010: 109). The number of samples that have been taken for the study as many as 43 people or respondents. Sampling techniques that will be used in this study with census techniques.

4. Results Of Research And Data Analysis

A. Multiple Linear Regression Test

Table 1
Multiple Linear Regression Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.218	3.226		4.717	.000
	KMT	-.280	.129	-.255	-2.171	.036
	KTT	.290	.119	.296	2.439	.020
	MOT	.469	.102	.603	4.607	.000
	LKT	-.236	.112	-.259	-2.097	.043

a. Dependent Variable: KPT

Based on the results of the table listed above can be known an equation of regression that has been formed, namely:

$$Y = 15,218 + (-0,280) X_1 + 0,290 X_2 + 0,469 X_3 + (-0,236) X_4 + e$$

- 1) Constant (a)= 15,218

If the value (a) = 15,218 while from the variables of leadership, competence, motivation, and work environment is considered unchanged or (=0), then the result of the employee performance variable is 15,218 provides information that there is a positive value.

- 2) Leadership Coefficient (X_1) = -0.280

Suppose the coefficients of the leadership variables increase, while the variable competency, motivation, and work environment are estimated to be the value of an existing regression model is of fixed value. In that case, the result of the value of an employee's performance will continue to decrease by -0.280 and information that there is an outcome of negative value. Almost one year, all work is done in WFO (Work From Office) and WFH (Work From Home) due to the covid-19 pandemic in Indonesia. This has made leadership roles towards employee performance less effective.

- 3) Coefficient of Competency (X_2 = 0.290

If a coefficient of variables of a competency gets an increase, then from the variables of leadership, motivation and a work environment is estimated to be the result of an existing regression model of fixed value, the results of employee performance value will continue to increase by 0.290 and also information that there is a positive value.

- 4) d. Motivation Coefficient (X_3) = 0.469

If the coefficient of motivation variables increases, while from the leadership, competency and work environment variables are estimated the value of an existing regression model is of fixed value, then the value of an employee's performance will continue to increase by 0.469 and also information that there is a positive value result.

- 5) Coefficient of Work Environment (X_4) = -0.236

Suppose the coefficient of the work environment variable will experience an increase, while from the variable leadership, competence and motivation are estimated the value of an existing regression model is of fixed value. In that case, the result of the value of an employee's performance will continue to decrease by -0.236 and information that there is an outcome of negative value. As the variety of leadership, the role of the work environment is also less effective to the performance of employees during the covid-19 pandemic. Of course, because of the number of employees who work from home, WFH (Work From Home).

B. Hypothesis Test

1. F Test (Simultaneous)

Table 2
F- Table
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	142.095	4	35.524	12.058	.000 ^b
	Residual	111.951	38	2.946		
	Total	254.047	42			

a. Dependent Variable: KPT

b. Predictors: (Constant), LKT, KTT, KMT, MOT

The value of $F_{\text{calculate}}$ is 12,058, $F_{\text{table}} > F\text{-Score}$ is $12,058 > 2.62$ and $\text{sig } 0.000 < 0.05$ then H_0 will be rejected. Can be given H_a results will be received, there is a good influence between leadership, competence, motivation, and the work environment very simultaneously and also significant to the performance of employees in the Office of Environment and Forestry Klaten.

2. T-test (Partial)

Table 3
T-Test
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	15.218	3.226		4.717	.000
	KMT	-.280	.129	-.255	-2.171	.036
	KTT	.290	.119	.296	2.439	.020
	MOT	.469	.102	.603	4.607	.000
	LKT	-.236	.112	-.259	-2.097	.043

- a. The Leadership Variable has $t\text{-table} > t\text{-score}$ ($-2,024 > -2,171$) and also $\text{Sig } 0.036 < 0.05$ then it can be concluded that H_0 's result will be rejected and also H_a will be accepted. There are very positive results and significant leadership on employees' performance in the Department of Environment and Forestry Klaten.
- b. Variable Competencies have $t\text{-score} > t\text{-table}$ ($2,439 > 2,024$) and also $\text{Sig } 0.020 < 0.05$. Then it can be concluded that H_0 results will be rejected and also H_a will be accepted. There are very positive influence results and significant competence to employees' performance in the Department of Environment and Forestry Klaten.
- c. Motivation variable has $t\text{-score} > t\text{-table}$ ($4,607 > 2,024$) and also $\text{Sig } 0.000 < 0.05$ then it can be concluded that H_0 's result will be rejected and also H_a will be accepted. There are very positive influence results and also significant motivation to the performance of employees in the Department of Environment and Forestry Klaten.
- d. Variable Working Environment has a $t\text{-score} > t\text{-table}$ ($-2,024 > -2,097$) and also $\text{Sig } 0.043 < 0.05$ then it can be concluded that H_0 results will be rejected and also H_a will be accepted. There are very positive results and also significant work environment on the performance of employees in the Department of Environment and Forestry Klaten.

C. Determination Coefficient Test (R^2)

Table 4
Determination Coefficient Test (R^2)
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.748 ^a	.559	.513	1.71642

a. Predictors: (Constant), LKT, KTT, KMT, MOT

b. Dependent Variable: KPT

The above calculation result has been done and has been obtained the result of adjusted R square 0.513. Means from the variables of leadership, competence, motivation and work environment contributed to the performance of employees 51.3% there is the remaining 48.7% explained by some other variables that are not proposed in this test such as: work ability, work discipline, education and others.

Discussion

1. The influence of leadership on the performance of employees in the Department of Environment and Forestry Klaten Regency.

The tests presented in Table 3 show that leadership factors have a very positive and significant influence on employee performance. The results prove that if the higher the leadership, the better the performance of employees will also experience a real improvement. The results of this research that has been carried out are in line with the results of previous research that has been conducted by (Riyadi 2011) ; (Lipu et al., 2012) leadership has a very positive and significant influence on employee performance.

2. The influence of competency on the performance of employees in the Department of Environment and Forestry Klaten Regency.

The tests presented in Table 3 show that competency factors have a very positive and significant influence on employee performance. The results prove that if the higher competence, the performance of employees will also experience a real improvement. The results of this research that has been carried out are in line with the results of previous research that has been conducted by (Efendi et al., 2012) ; (Bahri et al., 2018) competence has a very positive and significant influence on employee performance.

3. The influence of motivation on the performance of employees in the Department of Environment and Forestry Klaten Regency.

The tests presented in Table 3 show that motivational factors have a very positive and significant influence on employee performance. The results prove that if the motivation is higher, employees' performance will also experience a real improvement. These research results are in line with previous research conducted by (Tindow et al., 2014) ; (Widayati et al., 2016). Motivation is a very positive and also significant influence on employee performance.

4. The influence of a work environment on an employee's performance in the Klaten District Environment and Forestry Office.

The tests presented in Table 3 show that work environment factors have had a very positive and significant influence on employee performance. The results prove that if the higher the work environment, the performance of employees will also experience a real improvement. The results of this research that have been carried out are in line with the results of previous research conducted by (Layaman & Nidak, 2016) ; (Hidayat, 2020) the work environment has a very positive and significant influence on employee performance.

5. Conclusion

Based on several hypothetical test results and also detailed discussions that have been conducted in the following research from 43 questionnaires that have been distributed to employees of the Klaten District Environment and Forestry Office, it has been determined that from the variables of leadership, competence, motivation and work environment has a very positive and also significant influence on performance variables in the Department of Environment and Forestry Klaten Regency. Based on the results of the coefficient of determination of the research conducted, the results of Adjusted R Square (R^2) were obtained by 0.513 or 51.3%. Determination or contribution of variable leadership, competence, motivation and work environment to an employee's performance in the Klaten District Environment and Forestry Office of 51.3%. The rest of the contribution from some other variables is only 48.7% such as work ability, work discipline, education and others.

Suggestion

1. Theoretically

It is expected that further research will be able to develop this research by using other free variables besides leadership, competence, motivation and work environment that can affect employee performance, considering that there is still 48.7% influence beyond the variables of this study such as work ability, work discipline, education and others.

2. Practically

- a. It is expected that the Department of Environment and Forestry klaten regency in the future will maintain and improve the quality of leadership, competence and existing work environment. The high quality of leadership, competence and work environment in the Department of Environment and Forestry Klaten district makes the performance of employees will also continue to improve and also be better than the previous one.
- b. The Department of Environment and Forestry of Klaten Regency should also increase the motivation of employees so that employees feel satisfied and more enthusiastic in working. The motivation makes employees more agile in work, feel happy to do their jobs and the existing work is faster to reach the target
- c. For other researchers employee performance variables can also be used for research outside organizations or government agencies because it can be used for the progress of a careful object. Can also be used in companies, banks, factories and others.

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