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# JENIUS

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RESOURCES



**JURNAL ILMIAH**  
**MANAJEMEN SUMBER DAYA MANUSIA**

# **JENIUS**

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## **KATA PENGANTAR**

*Assalamualaikum Wr.Wb,*

Puji dan syukur kehadiran Allah SWT atas segala limpahan rahmat dan ridhanya sehingga redaksi dapat menyusun Jurnal Ilmiah manajemen sumber daya manusia JENIUS ini. dimaksudkan untuk media komunikasi ilmiah antara para peneliti, dosen, mahasiswa, dan masyarakat ilmiah dalam pengembangan ilmu manajemen sumber daya manusia.

Penerbitan edisi kali ini, ditampilkan 20 jurnal penelitian, team redaksi mengucapkan terima kasih kepada semua pihak yang turut membantu sehingga Jurnal Ilmiah ini pada volume 6, No. 2, Januari 2023 ini dapat terbit sesuai jadwal. kami tetap mengharapkan tulisan-tulisan dari anda semua, khususnya peneliti, dosen, mahasiswa manajemen sumber daya manusia yang berasal dari Universitas Pamulang, maupun yang berasal dari luar Universitas Pamulang.

Redaksi menyadari bahwa dalam penyusunan jurnal ilmiah manajemen sumber daya manusia JENIUS ini masih terdapat banyak kekurangan dan jauh dari kesempurnaan.

Oleh karena itu, Redaksi mengharapkan saran dan kritik yang dapat menyempurnakan jurnal ilmiah manajemen sumber daya manusia JENIUS ini, sehingga dapat memberikan manfaat bagi semua pihak yang membutuhkan.

**Tangerang Selatan, 10 Januari 2023**

**Team Redaksi**

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## **The Role of Job Satisfaction in Mediating Factors Affecting Employee Performance**

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### **ABSTRACT**

*This study will look at and write about these things: how the work environment and pay affect job satisfaction; how the work environment and pay affect employee performance; and how job satisfaction affects employee performance. People who work for the Department of Manpower and Transmigration in the province of Central Java are part of the sample in this study. In this method, descriptive analysis is used with instruments that are tested for validity, reliability, and hypotheses that are tested.*

*There is a link between job satisfaction and the way people work. This study shows that this is true. People who get paid are happier at work. Because of the way people work, their performance can be affected by the way they work. Compensation has an effect on how well employees work. Employees who are happy at work do a better job. Satisfaction acts as a buffer between the work environment and how well employees do their jobs. Satisfaction acts as a buffer between the effects of pay and the performance of employees.*

**Keywords: Work Environment, Compensation, Employee Performance And Job Satisfaction**



## **INTRODUCTION**

The quality of human resources in the current era of globalization plays an important role in achieving goals in an organization. The existence of human resources in the organization if managed properly can support the achievement of organizational goals (Abdullah, 2017). The success of an organization in achieving its goals is not only determined by the performance of employees in the company or organization.

Performance is the achievement of work results in accordance with the rules and standards that apply to each organization. The performance of good employee performance will be directly proportional to the maximum results in the development of the agency. On the other hand, poor performance will also have a bad impact on the agency. Performance can also be influenced by satisfaction, which in research conducted by Dewi et al., (2021) obtained the results that job satisfaction has a positive and significant effect on performance.

Apart from satisfaction, Yuliawan & Nurrohman (2021) explained in the results of his research that work environment variables have a significant effect on employee performance, this result is contrary to the result of (Prasetyo & Triastity, 2017) where is the work environment has no significant effect on employee performance, a better work environment will not have a significant impact on improving employee performance.

The environment is everything outside the organization which consists of several variables that can affect organizational activities (Sahlan

et al., 2015).

Another factor that affects performance is compensation (Bratama & Erianjoni, 2020) while based on the results of Nurmawati et al., (2017) compensation has a negative effect on employee performance. This means that although compensation is important, in this study high compensation does not contribute to improving employee performance.

Based on preliminary observations made by researchers on the performance of employees at the Department of Manpower and Transmigration of Central Java Province, information was obtained that the compensation given to employees was still not optimal. This is also supported by a work environment that is still not in line with employee expectations. With this, it will affect employee job satisfaction in carrying out their responsibilities at the Department of Manpower and Transmigration of Central Java Province.

The phenomenon of the problem will of course also have an influence on the results of employee performance in providing services. In addition, there are several gaps from the results of previous studies, relating to the environment and compensation for performance mediated by satisfaction

The purpose of this study was to analyze and describe the effect of work environment and compensation on job satisfaction. To analyze and describe the effect of the work environment and compensation on employee performance. To analyze and describe the effect of job satisfaction on employee

performance.

**METHODS**

**Performance**

Performance by Mangkunegara is explained as the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him (Suhardi, 2019).

Performance is a certain period and measure by a person or group of activities carried out and produced in a product or service (Octafian & Nugraheni, 2020)

**Satisfaction**

Handoko in Sahlan et al., (2015) states that job satisfaction reflects a person's feelings towards his job. This job satisfaction can be seen in the positive attitude of employees towards work and everything they face in their work environment. Robbins et al. (Alif, 2015) defines job satisfaction briefly, namely the general attitude of individuals towards

their work.

**Work environment**

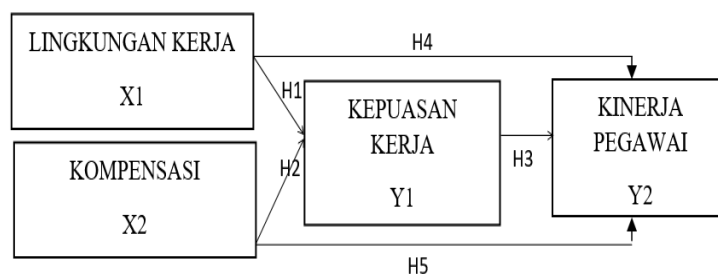
The work environment is an environment where employees can carry out their daily duties with all the work facilities and infrastructure needed to carry out these tasks, Ratnasari et al., (2020)

**Compensation**

Definition of compensation according to Sebastian & Andani, (2020) is everything that is received by employees as a reward for the efforts that have been given to the company. According to Nurcahyani & Adnyani (2016) compensation includes direct cash payments, indirect payments in the form of employee benefits and incentives to motivate employees to work hard to achieve higher productivity.

**Research design**

The model in this study is graphical and mathematical, which is explained as follows:



**Figure 1. Research Model Paradigm**

**Research Hypothesis**

The formulation of the proposed hypothesis is as follows:

- H1: Work environment has a positive effect on satisfaction
- H2: Compensation has a positive effect on satisfaction
- H3: Work environment has a positive effect on performance
- H4: Compensation has a positive effect on performance

H5: Satisfaction has a positive effect on performance

**Research site and participants**

The population in this study were all employees of the Department of Manpower and Transmigration Prov. Central Java with the sampling technique is using the census technique, this technique will take the entire population to be used as respondents (Alif, 2015).

The sample of this research is all employees of the Department of Manpower and Transmigration Prov. Central Java, totaling 124 people.

**Data analysis technique**

In analyzing the data used instrument test, regression, coefficient of determination and hypothesis testing which will be assisted by the SPSS 25 program.

**RESULT**

**Findings**

Based on the results of the validity test, the following results were obtained:

- a. Based on the results of the validity test, the work environment variable has a KMO value (0.804) > 0.50 and a factor loading value > 0.40, thus the instrument is valid.
- b. Based on the results of the validity test, the compensation variable has a KMO value (0.847) > 0.50 and a

factor loading value > 0.40, thus the instrument is valid.

- c. Based on the results of the validity test, the satisfaction variable has a KMO value (0.847) > 0.50 and a factor loading value > 0.40, thus the instrument is valid.
- d. Based on the results of the validity test on the performance variable, the KMO value (0.820) > 0.50 and the factor loading value > 0.40, thus the instrument is valid.

From the results of reliability testing for each variable declared reliable because it has an alpha value greater than 0.70

**Multiple Linear Regression Analysis**

This regression test is intended to determine the change in the dependent variable if the independent variable changes. The test results are as follows:

Table 7. Test Results of Models 1 and 2

Regression Model	Model Test			t test		Information
	Adj R Square	F Count	Sig.	□	Sig	
Model I: Y1 = a + 0.280x1 + 0.222x2 + e1	0.247	21.190	0.000			
Work environment has a positive effect on satisfaction				0.280	0.007	H1 is accepted, positive
Compensation has a positive effect on satisfaction				0.222	0.000	H2 is accepted, positive
Model II: Y2 = a + 0.515x1 + 0.177x2 + 0.370Y1 + e2	0.713	102,983	0.000			
The work environment has a positive effect on performance				0.515	0.000	H3 accepted, positive
Compensation has a positive effect on performance				0.177	0.000	H4 accepted, positive
Satisfaction has a positive effect on performance				0.370	0.000	H5 received positive

**Source: data processed in 2022**

This analysis is used to find the regression equation or the effect

betweenwork environment(X1), compensation(X2), satisfaction(Y1) and performance(Y2).

Based on the results of multiple linear regression analysis for the first model, the following regression equation is obtained:

$$Y1 = a + 0.280x1 + 0.222x2 + e1$$

From these equations it can be explained that:

- a. The regression coefficient of the work environment variable (X1) is 0.280 (positive value), this means that the work environment variable has a positive influence on satisfaction. The more appropriate the work environment with real conditions, the more employee satisfaction will increase.
- b. The regression coefficient for compensation variable (X2) is 0.222 (positive value), this means that compensation has a positive effect on satisfaction. The more attention paid to compensation, the better the level of employee satisfaction will be.

For the second model, the following equation is obtained:

$$Y2 = a + 0.515x1 + 0.177x2 + 0.370Y1 + e2$$

From the above equation, it can be explained that:

- a. The regression coefficient of the work environment variable (X1) is 0.515 (positive value), this means that the work environment variable has a positive influence on performance. The more appropriate the work environment with real conditions, the more employee satisfaction will increase, so this will also have an impact on performance.
- b. The regression coefficient of the compensation variable (X2) is 0.177 (positive value), this means that the compensation variable has a positive influence on

performance. The more attention paid to compensation, the more influential it is on performance.

- c. The regression coefficient of the satisfaction variable (Y1) is 0.370 (positive value), this means that the satisfaction variable has a positive influence on performance. The higher the value of perceived satisfaction, the more influential it is on performance

## **DISCUSSION**

### **Effect of Work Environment (X1) on Job Satisfaction (Y1)**

Based on the results of the study, the work environment affects employee satisfaction Department of Man power and Transmigration of Central Java Province. The regression coefficient for the work environment variable was obtained with a significance value of  $0.007 < 0.1$ . This means that the first hypothesis is accepted, the work environment has a positive effect on employee satisfaction at the Department of Man power and Transmigration of Central Java Province.

These results are in accordance with research conducted by Pioh & Alum (2016) where the work environment has a positive and significant influence on employee satisfaction.

### **Effect of Compensation (X2) on Job Satisfaction (Y1)**

Based on the results of the study, compensation has an effect on employee satisfaction at the Department of Man power and Transmigration of Central Java Province. The regression coefficient of the work environment variable with a statistical significance value of  $0.000 < 0.1$  is obtained. This means

that the second hypothesis is accepted, compensation has a positive effect on employee satisfaction at the Department of Man power and Transmigration of Central Java Province.

These results are in accordance with research conducted by Main (2012) where compensation has a positive and significant effect on employee satisfaction.

#### **Effect of Work Environment (X1) on Employee Performance (Y2)**

Based on the results of the study, the work environment affects employee performance Department of Man power and Transmigration of Central Java Province. The regression coefficient of the work environment variable with a statistical significance value of  $0.000 < 0.1$  is obtained. This means that the third hypothesis is accepted, that the work environment has a positive effect on the performance of the employees of the Department of Manpower and Transmigration of Central Java Province.

These results are in accordance with research conducted by Nabawi (2019) where the work environment has a positive and significant influence on employee performance.

#### **Effect of Compensation (X2) on Employee Performance (Y2)**

Based on the results of the study, the work environment affects employee performance Department of Manpower and Transmigration of Central Java Province. The regression coefficient of the work environment variable with a statistical significance value of  $0.000 < 0.1$  is obtained. This means that the fourth hypothesis is accepted, that compensation has a positive effect on the performance of

the employees of the Department of Manpower and Transmigration of Central Java Province.

These results are in accordance with research conducted by Main (2012) where compensation has a positive and significant effect on employee performance.

#### **Effect of Job Satisfaction (Y1) on Employee Performance (Y2)**

The research results provide the regression coefficient value of the employee satisfaction variable has a calculated significance value of  $0.000 < 0.1$ . This means that there is a positive influence of the satisfaction variable on the performance of employees at the Department of Manpower and Transmigration of Central Java Province.

These results strengthen the research of Prasetyo & Triastity (2017) which states that there is an influence between employee satisfaction and performance, and it is found that there is an indication that the higher the level of satisfaction felt by employees, this can improve the performance of the employees themselves. Then this research is also supported by the results of research from Dhanita & Susanti (2019) that is, there is a positive and significant influence between employee satisfaction on performance. This means that the higher the satisfaction, the employee's performance will increase

#### **Job Satisfaction (Y1) Mediates Work Environment (X1) on Employee Performance (Y2)**

After analyzing through the Sobel test to determine the effect of satisfaction in mediating the work environment on the performance of the Department of Manpower and

Transmigration of Central Java Province, the Z value (4.2221) is greater than 1.96, the p value (0.0000) < 0.1 so satisfaction mediates the effect of the work environment on performance.

This result is in accordance with the result of Full Moon (2017) which in this study shows that the work environment is able to improve performance with the support of job satisfaction

**Job Satisfaction (Y1) Mediates Compensation (X2) on Employee Performance (Y2)**

After analyzing through the Sobel test to determine the effect of satisfaction in mediating compensation on the performance of the Department of Manpower and Transmigration of Central Java Province, the Z value (4.4033) is greater than 1.96, the p value (0.0000) < 0.1 then satisfaction mediates the effect of compensation on performance. This means that the compensation formed does have a direct influence on employee performance, but the effect will be better if it is indirectly or using a mediating variable.

This result is in accordance with the result of Sajudinnoor (2014) that satisfaction mediates compensation on performance significantly.

**CONCLUSIONS AND SUGGESTION**

**Conclusion**

In accordance with the results of the discussion there are several things that can be concluded in accordance with the objectives of this study:

- a. There is a positive influence of work environment variables on job satisfaction.

- b. There is a positive effect of compensation variable on job satisfaction.
- c. There is a positive influence of work environment variables on employee performance.
- d. There is a positive effect of compensation variable on employee performance.
- e. There is a positive effect of the satisfaction variable on employee performance.
- f. Satisfaction mediates the effect of the work environment on employee performance.
- g. Satisfaction mediates the effect of compensation on employee performance.

**Suggestion**

Through the results of this study, researchers have several suggestions and inputs, namely:

- 1. In connection with the low value of one of the indicators on the work environment variable with the statement of work atmosphere noise, it is recommended that the Office of Manpower and Transmigration of Central Java Province conduct a re-evaluation of the work environment that triggers noise to be brought into order, because if this is allowed it will certainly be very disturbing for employees in carrying out their duties. work.
- 2. It is related to the low of one of the indicators on the compensation variable with the statement of salary adequacy in supporting daily needs. Based on the results, it is recommended that the Department of Manpower and Transmigration of Central Java Province begin to re-evaluate the distribution of salaries received by employees, so

that all employees get the same amount of salary according to the characteristics of the position.

3. In connection with the low value of one of the indicators on the satisfaction variable with a statement of satisfaction regarding the adequacy of the salary received, it is recommended that the Department of Manpower and Transmigration of Central Java Province start evaluating the amount of salary received by employees.

In connection with the low value of one of the indicators on the employee performance variable with a statement of skills in completing tasks well, it is recommended that the Department of Manpower and Transmigration of Central Java Province can motivate employees to have enthusiasm and motivation to hone skills in order to complete the job well.

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## **Employee Loyalty at Bank BNI KCU Garut is Impacted by Work Discipline and Career Development**

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### **ABSTRACT**

*Because employees' potential must be able to be developed by the company, human resource management is a division that plays a role in developing the potential of every employee in the organization. Employees must always comply with the firm's policies and apply the applicable norms, and the organization must provide career growth to every employee with potential and achievement. Employee loyalty at Bank BNI KCU Garut should improve as a result of these two factors. The purpose of this research is to find out how work discipline, career growth, and employee loyalty are affected by work discipline at Bank BNI KCU Garut. This study aims to determine how work discipline, career development, and employee loyalty are related at Bank BNI KCU Garut, as well as to determine how work discipline affects employee loyalty at Bank BNI KCU Garut, and how career development affects employee loyalty at Bank BNI KCU Garut, as well as to determine how the simultaneous influence of work discipline and career development on employee loyalty at Bank BNI KCU Garut. The descriptive and verification methodologies were utilized in the research. The population of this study is all employees at Bank BNI KCU Garut, whereas the sample is some employees at Bank BNI KCU Garut. Path analysis and hypothesis testing are used to process data. Based on the findings of the study, it can be concluded that work discipline has an impact on employee loyalty at Bank BNI KCU Garut and the simultaneous influence of work discipline and career development on employee loyalty at the Bank BNI KCU Garut and the simultaneous influence of work discipline and career development on employee loyalty at the Bank Garut BNI KCU.*

**Keywords:** *Work Discipline, Career Development, and Employee Loyalty*

## **INTRODUCTION**

Human resources are extremely important in the corporate structure. Human resources play a critical role in a company as the driving force behind all of the company's activities. This is because the corporation would be unable to carry out all of its operations without the presence of human resources. Human resources refer to persons who work for a corporation or a department within a firm whose job is to manage the company's interests. The human resources department has three primary responsibilities: to develop, execute, and manage policies that govern all employees with whom the organization has a relationship. For all company activities to run according to the firm's desires, adequate human resource management is required.

Employee potential must be able to be developed by the firm since employees are assets to the organization. Human resource management is a division that plays a part in developing the potential of every employee in a company. It was necessary to manage staff by the company's objectives. Management can take the form of hiring employees who can behave professionally and have skills and knowledge that are relevant to the company's needs, conducting job training, developing employees to meet the company's goals, enforcing strict work discipline, and compensating employees based on the workload required. given to staff, etc.

Human resource management is also in charge of the company's development and the culture that will be implemented. Human resource management will be expected to bring people together to form a strong team to achieve organizational goals in the future. Another goal of human resource management is to delve deeper into the potential of employees, which is then expected to be applied in daily work and contribute to the advancement of the company, adding value to the strategic utilization of employees, and then ensuring that employee programs are recommended and implemented to have a positive impact on the company's business and enable employees to contribute effectively and productively to the achievement of company goals.

After launching its shares on the Jakarta Stock Exchange and the Surabaya Stock Exchange in 1996, PT. Bank Negara Indonesia (Persero) Tbk, also known as BNI, became the first BUMN (State-Owned Enterprise) Bank to become a public business. to improve its financial structure and competitiveness in the face of BNI participated in many corporate operations in the national banking industry, including the government's recapitalization process in 1999, the government's sale of shares in 2007, and a limited public offering of shares in 2010. Currently, the Government of the Republic of Indonesia owns 60% of BNI's shares, while the remaining 40% is owned by the community, including both domestic and foreign individuals and

institutions. BNI is now the country's fourth-largest business network.

Loyalty refers to a person's commitment to something other than their physical selves, such as their thoughts and attention. Employee loyalty is critical to a business's success. Employee loyalty, according to Pandey in Munadzifah and A'rasy (2021), is an attitude that demonstrates a dedication to the company's aims and success, as well

as a belief that this organization is the greatest choice for work. The individual's willingness and ability to follow, carry out and practice the rules with full understanding and a sense of responsibility. Positive work attitudes and behavior demonstrate this. In general, loyalty can be defined as the commitment, devotion, and trust shown to someone in an organization:

Table 1. Number of Employees Leave from 2018 – 2021

Year's	Number of Employees	Employee Leave	Percentage (%)
2018	208	24	11,54%
2019	192	31	16,14%
2020	175	59	33,71%
2021	166	67	40,36%

Source: Bank BNI KCU Garut, 2022

Table 1 illustrates that the number of employees leaving from 2018 to 2021 has been steadily decreasing over the last four years. In 2018, 24 employees departed the company. There was a rise in the number of employees in 2019, leaving 31 people unemployed. In 2020, the number of employees who left increased to 59, and in 2021, the number of employees who departed increased to 67. This demonstrates that employee loyalty at Bank BNI KCU Garut is low, as the majority of employees prefer to leave the company and seek employment elsewhere.

Work discipline is one of the variables that is thought to influence

an employee's loyalty. Discipline is critical for a company's long-term success, and it is frequently utilized by employers to encourage employees to develop self-discipline in their work, both individually and in groups. Work discipline, according to Sinambela (2018: 335), is employees' awareness of and willingness to follow all corporate regulations as well as appropriate social norms. Strong employee discipline will help the company achieve its objectives faster, but poor employee discipline will act as a roadblock and slow down the company's progress. Sutrisno's Singodimedjo (2018: 86). Employees of Bank BNI KCU Garut have a high level of work discipline:

Table 2. Bank BNI KCU Garut Employee Attendance Data in 2018 – 2021

Month's	Number of Employees	Average Working Days/Quarter	Information (S,L,C,TK)	Number of Absenteeism
<b>2018</b>				
Quarter I	208	65	31	31
Quarter II	208	65	23	23
Quarter III	208	65	18	18
Quarter IV	208		14	14
<b>2019</b>				
Quarter I	192	65	26	26
Quarter II	192	65	22	22
Quarter III	192	65	20	20
Quarter IV	192	66	15	15
<b>2020</b>				
Quarter I	175	65	21	21
Quarter II	175	65	18	18
Quarter III	175	65	15	15
Quarter IV	175	66	18	18
<b>2021</b>				
Quarter I	166	65	10	10
Quarter II	166	65	15	15
Quarter III	166	65	12	12
Quarter IV	166	66	18	18

Source: Bank BNI KCU Garut, 2022

According to table 2., which shows attendance statistics for Bank BNI KCU Garut employees from 2018 to 2021, the majority of Bank BNI KCU Garut employees try to always be present at work, and if they are not, they always try to provide information or explanations why they are unable to attend. According to the data above, there has been a drop in employee absenteeism from 2018 to 2021. This indicates that Bank BNI KCU Garut employees use good work discipline in terms of attendance. Employees at Bank BNI KCU Garut were unable to improve employee loyalty through the implementation of strong work discipline. This study supports prior research by Mahri (2021), which found that work discipline affects employee loyalty,

as well as previous research by Churniawati (2021), which found that work discipline variables affect work loyalty.

One of the major things that can influence employee loyalty is career advancement. A career is a series of jobs that a person has held in an organization. Every employee needs career growth at some point during his or her career. Career development, according to Ramli and Rizki (2018: 812), is a technique for firms to improve their workers' work talents to help them reach their goals. Career development is the process of improving an individual's job talents to pursue a preferred career (Rivai and Sagala, 2016: 274). Every employee with the potential to advance their careers is given

opportunities by Bank BNI KCU Garut Branch. Every contract employee has the same chance to become a permanent employee, and if they do well, they will receive a raise in their employee grade. If employees can improve their grades, their pay and perks will improve as well. Researchers interviewed various employees, the majority of whom claimed that the organization always considers each employee's work performance while carrying out career development, and that good cooperation and assistance from a decent network can help them do the task more efficiently. This indicates that Bank BNI KCU Garut's career development program is effective and likely to promote employee loyalty. This study supports prior research by Yanuresta (2021), which found that career development variables influence employee loyalty, as well as previous research by Efiyanti (2021), which found that there is a link between career growth and employee loyalty.

Based on the aforementioned phenomena, it can be concluded that the application of work discipline at Bank BNI KCU Garut is good in terms of attendance, as the majority of employees at the Bank BNI KCU Garut Branch try to be present at work at all times, and if they are unable to work, they try to provide appropriate information. clear. The career development carried out by Bank BNI KCU Garut can then be described as good because Bank BNI KCU Garut always gives equal possibilities and opportunities for all employees to

advance their careers to a higher level than before. Despite these two causes, employee loyalty at Bank BNI KCU Garut can be described as low, as the number of employees departing has increased over the last four years, notably from 2018 to 2021. This study supports prior research by Cahyadi (2020), which found that employee loyalty is influenced by both career advancement and job discipline.

## **LITERATURE REVIEW**

### **Work Discipline**

Discipline, according to Latainer in Sutrisno (2019: 87), is a force that develops within an employee's body and forces them to freely adapt to decisions, regulations, and high work and behavior ideals. Goals and abilities, employee awareness, adherence to work standards, compliance with work regulations, and work ethics, according to Hasibuan (2019: 194), can be used to gauge the success of adopting work discipline.

**H1:** Employee loyalty at Bank BNI KCU Garut is influenced by work discipline.

### **Career Development**

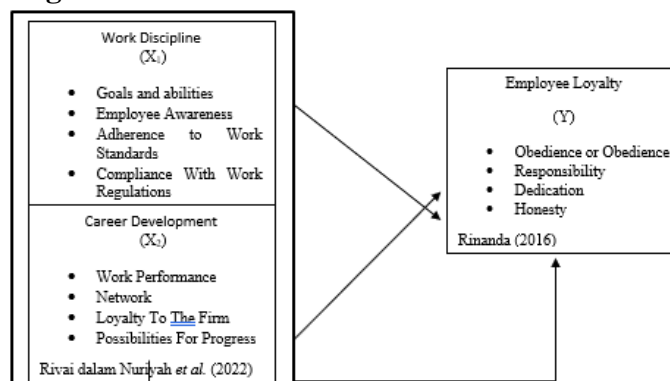
Career development, according to Rivai in Sumarjo (2022), is a growth in personal progress achieved by a person to reach a career goal. Work performance, network, loyalty to the firm, and possibilities for progress, according to Rivai in Nuriyah et al. (2022), are all factors that can be utilized to assess career development.

**H2:** Employee loyalty at Bank BNI KCU Garut is influenced by career development.

**Employee Loyalty**

Purnamasari and Sintaasih (2019:576) define employee loyalty as a willingness to work together, protect, and defend the business from both within and outside the enterprise to avoid irresponsible people. Some

**Research Paradigm**



**Figure 1. Research Paradigm**

**RESEARCH METHODS**

The descriptive-verificative research method was adopted in this study. The descriptive method, according to Sugiyono (2019:48), is a study conducted on a specific population or sample to test the hypothesis that has been previously set by the researcher, either only on one or more variables (stand-alone variables) without making comparisons and looking for relationships between these variables and other variables, whereas the verification method, according to Sugiyono (2019:38), is a study conducted on a specific population or sample to test the hypothesis that has been previously set by the researcher.

qualities, such as obedience or obedience, responsibility, dedication, and honesty, can be used to gauge employee loyalty, according to Rinanda (2016).

**H3:** Employee loyalty at Bank BNI KCU Garut is influenced by work discipline and career development

**Determination of Sample Size**

According to Sugiyono (2019: 126), the population is a generalization area made up of objects/subjects with specific amounts and qualities that researchers have determined should be investigated and conclusions generated. In this study, the population consisted of all 166 workers of Bank BNI KCU Garut.

It is a component of the population's number and characteristics, according to Sugiyono (2019:127). If the population is huge and the researcher is unable to investigate the entire population due to financial, manpower, or time constraints, the researcher can use a sample from that

population. Determine the sample size, which can be done scientifically or based on research estimates. It's also important to remember that the chosen sample must be representative, which means that it should reflect all demographic features. As a result, the sample in this study is representative of the entire population of Bank BNI KCU Garut employees. Slovin's opinion formula can be used to determine the size of the sample in this investigation. If the population size is known, the Slovin formula is used to determine how many minimum samples are required, according to Umar (2008:65).

$$n = \frac{N}{1 + Ne^2}$$

Information:

n = number of samples

N = number of population

e= Allowance for accuracy due to tolerated sampling error in percent (note: commonly 1 percent or 0.01, 5% or 0.05, and 10% or 0.1). The researcher can choose which notes to use).

The sample size in this study was 166 people, or all employees of

Bank BNI KCU Garut. The precision or significance level employed in this study was 0.1, hence the sample size was 166 people:

$$n = \frac{166}{1 + 166(0,1)^2}$$

n = 62,41, then round to 70

The number of respondents in this survey was 62, based on the above computation. However, in this case, the researcher distributes it to 70 respondents to account for missing questionnaires, and the number is rounded up to 70.

## RESEARCH RESULTS AND DISCUSSION

### Descriptive Analysis

The purpose of descriptive analysis in this example is to get an overview/description of the comments from respondents about work discipline, career advancement, and employee loyalty at Bank BNI KCU Garut. The following are the findings of respondents' responses for each component of work discipline, career growth, and employee loyalty at Bank BNI KCU Garut, as well as a detailed analysis:

Table 3. Tanggapan Responden Mengenai Disiplin Kerja, Pengembangan Karir dan Loyalitas Karyawan

Variable	Dimensions	Average	Category
Work Discipline	Goals and abilities	3,65	Good
	Employee Awareness	3,36	Not Enough
	Adherence to Work Standards	3,60	Good
	Compliance With Work Regulations	3,56	Good
	Work Ethics	3,63	Good
	<b>Average</b>	<b>3,56</b>	<b>Good</b>
Career Development	Work Performance	3,58	Good
	Network	3,81	Good
	Loyalty To The Firm	3,12	Not Enough
	Possibilities For Progress	3,50	Good
	<b>Average</b>	<b>3,50</b>	<b>Good</b>

Variable	Dimensions	Average	Category
<b>Employee Loyalty</b>	Obedience or Obedience	3,42	High
	Responsibility	3,23	Enough
	Dedication	2,64	Low
	Honesty	3,01	Enough
	<b>Average</b>	<b>3,07</b>	<b>Quite High</b>

Source: Questionnaire Data Processing Results, 2022

Based on the replies of respondents at Bank BNI KCU Garut to questions about work discipline, career growth, and employee loyalty, table 3 shows that the work discipline variable is in the good group on average. The highest rating is on the dimensions of objectives and talents, with a statement that I try to always be there for work for any reason, and the lowest rating is on the dimension of employee awareness, with a statement that I am always careful when executing the work that my superiors give me. The average variable for career development is in an excellent category. The highest rating is in the network dimension, with a statement of good cooperation and a good network that can help complete the job more efficiently, while the lowest rating is in the loyalty to the company dimension, with a statement that the company considers loyalty to the company as a benchmark in career development and employee loyalty variables. The average is good enough. The highest rating is in the dimension of obedience or compliance, as evidenced by my statement that I always provide excellent customer service, while the lowest rating is in the dimension of service, as evidenced by my statement that I will continue to serve the company despite

receiving higher-paying offers from other companies.

**Path Coefficient Test**

$$EL = 0.36 + 0.36*WK + 0.50*CD,$$

Errorvar.= 0.33 , R<sup>2</sup> = 0.58  
 (0.16) (0.14) (0.40)  
 (0.23)  
 2.27 3.59 5.79 5.18

Hypothesis testing is performed by comparing the values of t<sub>count</sub> and t<sub>table</sub> obtained from LISREL software version 8.8 computations. The rejection criteria for H<sub>0</sub> are as follows if tcount exceeds t<sub>table</sub>. Below are the results of partial hypothesis testing:

t-count = ρ<sub>yx1</sub> = 2,27 ; t-table = 1,99;  
 then t-count > t-table ; H<sub>0</sub> is rejected

t-count = ρ<sub>yx2</sub> = 3,59 ; t-table = 1,99;  
 then t-count > t-table ; H<sub>0</sub> is rejected

The results of the path test proved that the path coefficient X<sub>1</sub> to Y had a statistically significant effect (reject H<sub>0</sub>). This suggests that the variable of work discipline affects employee loyalty, while the path coefficient X<sub>2</sub> to Y has a statistically significant effect (reject H<sub>0</sub>). This shows that factors such as professional advancement have an impact on employee loyalty.



Table 5. Variables and Their Correlation

Correlation Matrix of Y and X

	Y	X1	X2
Y	1.00		
X1	0.71	1.00	
X2	0.74	0.82	1.00

According to the data in the table above:

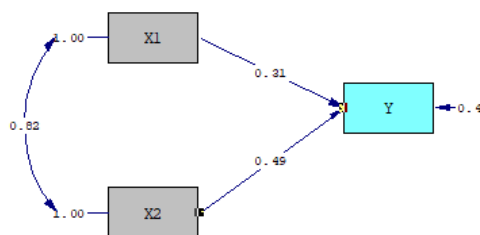
1. Work discipline (X<sub>1</sub>) and employee loyalty (Y) have a strong correlation of 0.71. This shows that the reciprocal relationship between work discipline and employee loyalty reaches 71%, or in other words, the relationship between the two variables is included in the level of a strong relationship since it is in the range of 0.60 - 0.799.
2. Career development (X<sub>2</sub>) and employee loyalty (Y) have a strong

association of 0.82. This indicates that the reciprocal association between career growth and employee loyalty is 82%, or that the relationship between the two variables is included in the level of a very strong relationship because it is in the interval 0.80 – 1.000.

3. Employee loyalty (Y) has a 0.71 correlation with work discipline (X<sub>1</sub>) and career development (X<sub>2</sub>). This shows that the reciprocal link between work discipline and career growth achieves a level of 71%, or in other words, the relationship between the three variables is included in the level of a strong relationship because it is within the range of 0.60 - 0.799.

**Hypothesis Test**

Structural Model Standardized Solution



Chi-Square=0.00, df=0, P-value=1.00000, RMSEA=0.000

Figure 2. Structural Relationship Between X1, X2 and Y

Based on the table and path diagram above, show that:

1. Employee loyalty (Y) has a direct influence of 0.31 (squared = 0.312) on work discipline (X<sub>1</sub>).

Workplace discipline has a 9.61% impact on employee loyalty.

2. work discipline variable (X<sub>2</sub>) has a direct effect of 0.49 (squared = 0.492) on employee loyalty (Y). This suggests that work discipline

has a 24.01% impact on employee loyalty.

3. The combined direct effect of the three variables on work discipline (X1), career development (X2), and employee loyalty (Y) is 0.82 percent. This suggests that the two variables, work discipline, and career advancement, have an 82 percent impact on employee loyalty.
4. The residual variable (e) has a 0.42 percent effect on employee loyalty (Y). This suggests that other factors such as work environment characteristics, salary, organizational culture, and so on, as well as other variables, have a 58% influence on employee loyalty.

Following the calculation of the path coefficient's magnitude, the path coefficient is tested both as a whole and individually. To test the overall path coefficient, first create a test hypothesis, such as:

$$H_0 : \rho_{yx1} = \rho_{yx2} = 0$$

$$H_a : \rho_{yx1} = \rho_{yx2} \neq 0$$

The formula is employed in the computation to obtain the value of F:

$$\begin{aligned} F_{count} &= \frac{(n - k - 1)R^2Y(X1, X2)}{k(1 - R^2Y(X1, X2))} \\ &= \frac{(70 - 2 - 1) \times (0,58)}{2(1 - 0,58)} \\ &= 46,26 \end{aligned}$$

Information:

R= multiple determination coefficient

k=stands for the number of independent variables

n = denotes the number of samples

Simultaneous hypothesis testing produced the following results: When F-count = 46.26 and F-table = 3.13,  $H_0$  is rejected because F-count > F-table. Because  $H_0$  is rejected by the simultaneous test, it may be deduced that the two factors, work discipline (X<sub>1</sub>) and career advancement (X<sub>2</sub>), have a simultaneous effect on employee loyalty (Y).

## CONCLUSIONS AND SUGGESTIONS

### Conclusions

The following findings can be taken from Bank BNI KCU Garut's research on work discipline and career advancement on employee loyalty:

1. Bank BNI KCU Garut has a variable work discipline that can be described as good. The employee loyalty variable at Bank BNI KCU Garut is quite high, while the career development variable at Bank BNI KCU Garut is quite strong.
2. Work discipline variable had an effect on employee loyalty at Bank BNI KCU Garut, according to the results of hypothesis testing.
3. Career development variable had an effect on employee loyalty at Bank BNI KCU Garut, according to the results of hypothesis testing.
4. According to the results of hypothesis testing, the factors of work discipline and career advancement have a concurrent effect on employee loyalty at Bank BNI KCU Garut.

### Suggestions

Based on the findings of the study, the authors make the following recommendations:

1. To improve the application of work discipline once more, the company or superiors encourage all employees to always complete their tasks attentively so that employee mistakes are minimized and employees do not have to waste time addressing the same mistakes individually. Because it would obstruct the work of others, it must be done continuously.
2. To redesign the organization's career development program, the company or superiors can reconsider employee devotion to the company. Of course, loyal or loyal personnel with potential and accomplishment must be reconsidered for advancement.
3. To encourage employee loyalty, the firm or superior can provide acknowledgment in the form of social recognition to boost employee confidence, as well as appreciation in the form of bonuses or additional incentives beyond the basic salary. Employees will survive and become more loyal to the organization if they are recognized and appreciated.
4. Other elements that are regarded to be able to affect employee loyalty in addition to work discipline and career growth, such as work environment, salary, organizational culture, and so on, should be used in future investigations.

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**The Role of Transformational Leadership, Work Environment on Job Satisfaction and Performance of Hospitals Employee during Digital Era**

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**ABSTRACT**

*The purpose of this study was to analyze the relationship of transformational leadership on employee job satisfaction, work environment on employee job satisfaction, transformational leadership on employee performance, work environment on employee performance. This research is a quantitative causality study that aims to examine the influence of transformational leadership and environmental variables. work on employee performance through job satisfaction. In addition, the research also aims to predict and develop theory. Seeing the shape of the model and the number of endogenous variables that are more than one, the appropriate analysis technique used is structural equation modeling (SEM) based on variance or partial least squares (PLS) with smartPLS 3.0 software tools. The respondents of this study were 270 hospital employees who were determined by the simple random sampling method. Data were obtained from distributing online questionnaires via social media. The questionnaire was designed using a Likert scale of 1 to 7. The independent variables in this study were transformational leadership, work environment and job satisfaction. The dependent variable in this study is the performance of Hospitals Employee. The stages of data testing are validity test, reliability test, termination coefficient test and hypothesis testing. The results of this study indicate that transformational leadership has a positive effect on employee job satisfaction, the work environment has a positive and significant effect on employee job satisfaction, transformational leadership has an effect on employee performance, the physical work environment has an effect on employee performance.*

**Keywords: Transformational Leadership, Work Environment, Satisfaction, Performance, Digital Era**

## INTRODUCTION

Hospitals in Indonesia from 2016-2020 have increased by 12.86%. In 2016 the number of hospitals was 2,601, increasing to 2,985 in 2020. The Central Statistics Agency (BPS) noted that the number of hospitals (RS) in Indonesia was 3,112 units in 2021. This value increased 5.17% from the previous year's 2,959 units. This number consists of general hospitals and special hospitals. In detail, Indonesia had 2,514 public hospitals last year. Meanwhile, the other 598 units are special hospitals. Seeing the trend, the number of hospitals continues to increase every year. In 2011, the number of hospitals in the country was only 1,721 units. Ten years later, the number of hospitals increased by 80.8%. Service quality is said to be good if it is able to meet the expectations of patients as customers. Aspects of poor service quality need to be improved, including the timeliness of doctor's services, doctor's skills, politeness of officers in providing services and physical facilities. Research conducted According to Singgih et al. (2020) found factors that affected service quality during a pandemic, namely internally limited quantity and quality of human resources, readiness for procurement of facilities and infrastructure which was still difficult, implementation of health protocols that changed or reduced several process stages in the Standard Operating Procedure (SOP) for services. The patient's experience in obtaining health services will give a distinct impression to the patient which will have an impact on his future visits. According to

Rahmawati et al. (2020); Riyanto et al. (2021) service and consumer experience simultaneously have a significant effect on consumer satisfaction. In contrast to research according to Sumarsi et al. (2019); Rahmawati et al. (2020); Riyanto et al. (2021) showed that perceptions of the quality of health services had no positive effect on patient loyalty.

In the era of globalization, company leaders not only pay attention to ways to advance the company but also efforts to increase employee job satisfaction so they want to work better for the company. According to Kurniawan et al. (2022); Rahmawati et al. (2020); Riyanto et al. (2021) job satisfaction helps create positive attitudes in employees, raises their morale, improves their performance and creates pleasant relationships with their co-workers. Employees who are satisfied with their jobs tend to be more creative and innovative which helps businesses to grow, develop and bring about positive changes according to the market situation. Thus, organizations are able to compete at the international level. The theory of job satisfaction that underlies this research is the Two Factor Theory by Herzberg in 1959. This theory concludes that job dissatisfaction and job satisfaction arise from two hygiene variables which include salary, incentives, working conditions, and organizational policies. Variables that cause satisfaction include intrinsic motivation, achievement, knowledge, responsibility and all matters related to work and work performance rewards. According to Kishen et al. (2020); Kurniawan et al. (2022);

Rahmawati et al. (2020); Riyanto et al. (2021) states that leadership is a process for influencing others to understand and agree with what needs to be done and how the task is done effectively, as well as a process for facilitating individual and collective efforts to achieve common goals. According to Yunarsih et al. (2020); Riyanto et al. (2021) one of the main components of becoming a transformational leader is the ability to determine direction, which also means forecasting and sometimes creating the future for a company or organization in increasing job satisfaction. Singgih et al. (2020); Sumarsi et al. (2019) if employees are overwhelmed by dissatisfaction with the compensation they receive, the impact on the organization will be very negative, meaning that if compensation problems cannot be resolved properly, it can reduce employee job satisfaction.

Work environment problems such as the use of room colors that are less bright, lighting in a dark workplace, lack of air circulation and work safety that is still lacking. The impact of these problems is on low job satisfaction. Compensation issues related to wages and benefits provided. According to Rahmawati et al. (2020); Riyanto et al. (2021) states that room lighting can affect a person's mood and create a certain atmosphere that is desired to be represented in a room. The work environment is everything that is around workers and can influence them in carrying out the tasks assigned to them. Transformational leadership style is a leadership model for a leader who tends to motivate subordinates to work better and

focuses on behavior to help transform individuals and organizations. According to Kishen et al. (2020); Kurniawan et al. (2022) stated that transformational leadership can be indicated as an idealized influence of inspiration, intellectual stimulation and intellectual stimulation (personal considerations). Other factors of transformational leadership style are also factors that can influence job satisfaction, namely motivation. According to Kurniawan et al. (2022); Rahmawati et al. (2020); Riyanto et al. (2021) Motivation is something that creates enthusiasm or encouragement to work, so that strong or weak employee motivation determines performance because a person's performance depends on the strength of his motives. Employees who perceive their work motivation positively tend to have job satisfaction such as working hard, maintaining a pace of hard work, and having behavior that can be self-controlled in a better direction. The type of motivation that can increase employee job satisfaction is intrinsic motivation.

According to Kurniasih et al. (2022); Novitasari (2020); Nugroho et al. (2020); Priarso (2022) Motivation is a driving force for work that originates from within the worker as an individual in the form of awareness of the importance or benefits or meaning of the work he is carrying out. This motivation comes from the work that is carried out either because it is able to meet needs or is fun or makes it possible to achieve a goal or because it gives certain positive hopes in the future. For example, workers who work dedicatedly solely because they feel

they want to have the opportunity to actualize or realize their self-realization to the fullest. In addition to intrinsic motivation factors there are also factors that can affect job satisfaction, namely the work environment. According to Priarso (2022); Prayuda (2019) work environment is everything that is around workers, which can affect a worker in carrying out the tasks given. Basically the notion of the environment is related to the elements that exist around the company that have a direct or indirect impact on the company. In the context of the work environment, it is defined as the elements that exist around employees, which have a direct or indirect impact on employee performance.

## **LITERATURE REVIEW**

### **1. Transformational leadership**

According to Purwanto et al. (2021); Prayuda (2019) said transformational leadership is a leader who helps organizations and people to make positive changes in their activities. Transformational leadership, described as a leadership style that can motivate employees, so that they can develop and achieve performance at a high level, beyond what they previously thought. According to Kurniasih et al. (2022); Novitasari (2020) Motivation is the impetus for a series of processes of human behavior in achieving goals says leadership Transformational is a leader who helps organizations and people to make positive changes in their activities. Transformational leadership, described as a leadership style that can arouse employee motivation, so that they

can develop and achieve performance at a high level, exceeding what they previously thought.

### **2. Work environment**

According to Rahmawati et al. (2020); Riyanto et al. (2021) the work environment is everything that is around the worker, which can affect a worker in carrying out the tasks assigned to him. Basically the notion of the environment is related to the elements around the company that have a direct or indirect impact on the company. In the context of the work environment, it can be defined as the elements that exist around employees, which have a direct and indirect impact on performance employee. According to Singgih et al. (2020); Sumarsi et al. (2019); Yunarsih et al. (2020) stated that a place where there are a number of groups in which there are several supporting facilities to achieve company goals according to the company's vision and mission. Which can improve employee performance one of which must pay attention to the conditions of the work environment. When an employee works get protection and guaranteeing a sense of security at work, then employees will tend to have better work results. According to Kishen et al. (2020); Kurniawan et al. (2022); Rahmawati et al. (2020); Riyanto et al. (2021) The work environment is the physical life in a company that affects workers in carrying out their duties. Human life is inseparable from the various circumstances of the surrounding



environment, between humans and the environment there is a very close relationship. The existence of a comfortable and safe work environment, the employee's performance will further increase. According to Kurniawan et al. (2022); Rahmawati et al. (2020); Riyanto et al. (2021) the indicators are as follows: facilities, level of security, relations between employees and good communication.

### **3. Job satisfaction**

According to Singgih et al. (2020); Kishen et al. (2020); Kurniawan et al. (2022); Rahmawati et al. (2020) satisfaction is a positive feeling about one's work which is the result of an evaluation of its characteristics. Job satisfaction in general means the workforce is motivated and committed to high quality performance. According to Rahmawati et al. (2020); Riyanto et al. (2021) one of the important tools in human resource management in an organization is the creation of employee job satisfaction. According to Sumarsi et al. (2019); Yunarsih et al. (2020); Kishen et al. (2020) stated that one part of a company has a very important role in determining the achievement of results in accordance with the goals of a company that have been set by the company's management and by knowing employee job satisfaction. According to Kishen et al. (2020); Riyanto et al. (2021) defines job satisfaction as a form of pleasant or unpleasant emotional attitude. Employees who are satisfied with their work

will appear in the emotional state of the employee. Employee satisfaction will make employees love their work. Job satisfaction is enjoyed in work, outside work, and a combination of inside and outside work. According to Yunarsih et al. (2020); Kishen et al. (2020) defines job satisfaction as a happy emotional state or positive emotion that comes from evaluating one's work or work experience. Job satisfaction by Kurniawan et al. (2022) is also defined as the result of employees' perceptions of how well their work provides things that are considered important. According to Singgih et al. (2020) explains that job satisfaction is a positive feeling about work, which results from an evaluation of its characteristics. Someone with a high level of job satisfaction has positive feelings about his job, while someone with a low level of job satisfaction has negative feelings

### **4. Employee Performance**

As previously stated, that the low performance of an employee will have an impact on organizational performance. In other words, employee performance can reflect organizational performance. Etymologically, performance comes from the word performance. According to Gundersen et al. (2012); Kadiyono, et al. (2020); Performance is the result of a process or level of success of a person or whole during a certain period in carrying out their duties both in quality and quantity. Therefore, according to Kammerhoff et al. (2019),

performance is always measured from the aspect of results, not the efforts made by individuals, namely how well individuals can meet the demands of their work. From the definition of performance above, it can be concluded that employee performance is the work of employees as a whole or during a certain period both in quality and quantity based on criteria that have been determined and agreed upon in advance. Employee performance is influenced by many factors. In this study only two factors were studied, namely job satisfaction and work discipline. Job Satisfaction and Work Discipline are thought to be two factors that can affect employee performance. This is based on the opinion According to Asbari et al. (2021); Eliyana et al. (2019); Ismaya et al. (2020) stated that Employee performance is influenced by several factors, namely compensation, employee training, work environment, work culture, leadership, motivation, discipline, job satisfaction.

### **Transformational Leadership and Job Satisfaction**

According to Asbari et al. (2021); Gundersen et al. (2012); Kadiyono, et al. (2020); Kammerhoff et al. (2019) said that transformational leadership is a leader who helps organizations and people to make positive changes in their activities. Transformational leadership is described as a leadership style that can arouse employee motivation, so that they can develop and achieve performance at a high level, exceeding what they previously

thought. There are several studies regarding the effect of transformational leadership on job satisfaction. The results of this study are supported by Yang's (2012) research that supervisors' performance in terms of transformational leadership can have a significant positive impact on subordinates' levels of job satisfaction. According to Asbari et al. (2021); Astuti et al. (2020); Eliyana et al. (2019) said that organizations need to have transformational-type leaders to provide effective teams at work to increase job satisfaction. According to Kadiyono, et al. (2020); Kammerhoff et al. (2019) said that transformational leadership has a positive influence on job satisfaction. From previous research, the formulation of hypothesis 1 is based as follows.

H1: Transformational leadership has a positive and significant effect on employee job satisfaction.

### **Work Environment and Job Satisfaction**

According to Kadiyono, et al. (2020); Kammerhoff et al. (2019) put forward what is meant by the work environment is everything that exists around workers who can influence themselves in carrying out the tasks that the company imposes on them. According to Ismaya et al. (2020); Gundersen et al. (2012) stated that room lighting can affect a person's mood and create a certain atmosphere that is desired to be represented in a room. There are several studies related to the influence of the work environment on job satisfaction. According to Gundersen et al. (2012); Kadiyono, et al. (2020); Kammerhoff

et al. (2019) a good and comfortable work environment affects employee satisfaction at work, and is closely related to job satisfaction when viewed from employee work attitudes as one of the impacts of the working environment. According to Ismaya et al. (2020); Kammerhoff et al. (2019) in his research presented findings that the work environment is an important contributor to job satisfaction. According to Gundersen et al. (2012); Kadiyono, et al. (2020); Kammerhoff et al. (2019) stated the quality of the work environment as an important factor for job satisfaction. This research underlies the formulation of hypothesis 2.

H2: The work environment has a positive and significant effect on employee job satisfaction.

#### **Transformational Leadership and employee performance**

Several empirical studies that have been conducted, found a positive relationship between transformational leadership and performance. Research conducted; Kammerhoff et al. (2019) concerning the role of transformational leadership in improving the quality of relationships and employee performance, the results of this study state that transformational leadership is able to significantly influence the quality of relationships and employee performance. Furthermore, research conducted by Gundersen et al. (2012); Kadiyono, et al. (2020) also stated that transformational leadership has a significant effect on employee performance. Based on the findings from these studies, it can be argued that transformational leadership has a close correlation with employee performance. Therefore it is

necessary to test whether transformational leadership has an influence on employee performance, by formulating the following hypothesis:

H3: Transformational leadership has a positive and significant effect on employee performance.

#### **Physical Work Environment and Employee Performance**

Several empirical studies that have been carried out, found a positive relationship between the work environment and motivation. Research conducted by Kadiyono, et al. (2020); Kammerhoff et al. (2019) stated that physical work environment factors such as space for movement and room temperature regulation very dominantly affect employee performance. This research examines whether there is a direct or indirect effect of the physical work environment on performance. Research conducted by Asbari et al. (2021); Kadiyono, et al. (2020); Kammerhoff et al. (2019) found that there was an influence between physical work environment conditions and performance. In this study stated that one of the factors that motivates the engineering work team in work is the condition of the physical work environment, especially regarding the condition of space in the room. According to Kammerhoff et al. (2019) found that work environment and performance have a very close correlation. The purpose of this research is to design and measure performance for improving the work environment. In the following section we examine the relationship between work environment and performance. Based

on the findings from these studies, it can be argued that the physical work environment has a close correlation with performance. Therefore it is necessary to test whether the physical work environment has an influence on employee performance, by formulating the following hypothesis: H4: The physical work environment has a positive and significant effect on employee performance.

**METHODS**

This research is a quantitative causality study that aims to examine the effect of transformational leadership and work environment variables on employee performance through job satisfaction. In addition, the research also aims to predict and develop theory. Seeing the shape of the model and the number of endogenous variables that are more than one, the appropriate analysis technique used is structural equation modeling (SEM) based on variance or partial least squares (PLS) with smartPLS 3.0 software tools. The respondents of this study were 270

hospital employees who were determined by the simple random sampling method. Data were obtained from distributing online questionnaires via social media. The questionnaire was designed using a Likert scale of 1 to 7. The independent variables in this study were transformational leadership, work environment and job satisfaction. The dependent variable in this study is the performance of Hospitals Employee. The stages of data testing are validity test, reliability test, termination coefficient test and hypothesis testing.

The hypothesis in this study is

- H1: Transformational leadership has a positive and significant effect on employee job satisfaction.
- H2: The work environment has a positive and significant effect on employee job satisfaction.
- H3: Transformational leadership has a positive and significant effect employee performance.
- H4: The work environment has a positive and significant effect employee performance.

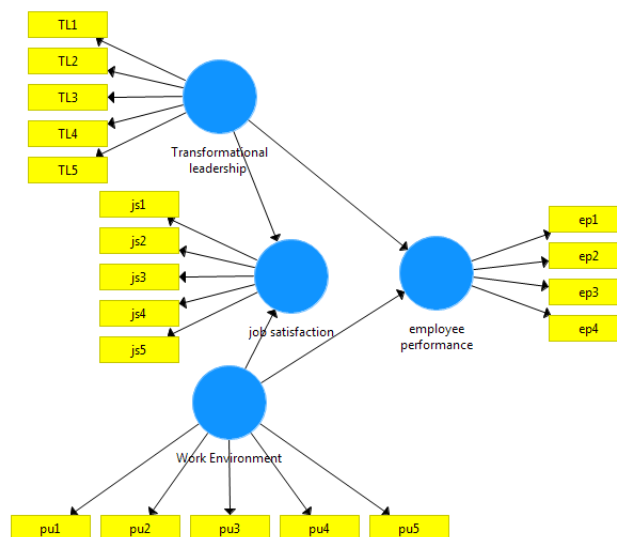


Figure 1. Research Model

**RESULT**

**Convergent Validity**

Based on the data presented in fig 1, the research variable indicators has a value of outer loading > 0.7. The data of fig 1, that there is no indicator

variable whose outer loading value is below 0.7, so all indicators are declared feasible or valid for research use and can be used for further analysis.

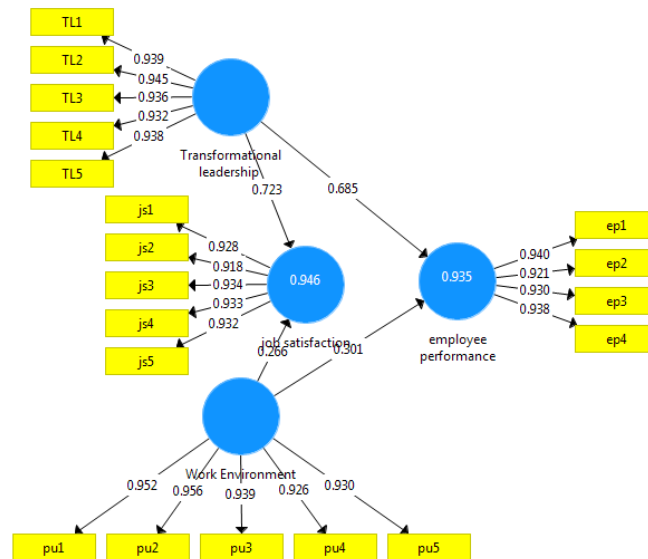


Figure 2. Loading Factors

**Discriminant Validity**

Based on the data presented in table 1, it is known that the AVE value of all variables is > 0.5. Thus it can be stated that each variable has good discriminant validity, the composite reliability value of all research variables > 0.7. These results indicate that each variable has met composite reliability so that it can be

concluded that all variables have a high level of reliability, the Cronbach's alpha value of each research variable > 0.7. Thus these results can indicate that each research variable has met the requirements of Cronbach's alpha value, so it can be concluded that all variables have a high level of reliability.

Table 1. Reliability Testing

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
transformational leadership	0.812	0.852	0.776	0.65e
work environment	0.856	0.812	0.813	0.612
job satisfaction	0.838	0.876	0.709	0.698
employee performance	0.887	0.843	0.767	0.665

**Coefficient of Determination**

Table 2. R Square

	R Square	R Square Adjusted
job satisfaction	0.946	0.908
employee performance	0.935	0.901

Based on the data presented in table 2, it can be seen that the R Square value for the job satisfaction variable is 0.946. The obtained value explains that the job satisfaction can be explained by transformational leadership and work environment are 94.6 % and the remaining 5.4 % is explained by other factors not discussed in this study. The R Square value for the employee performance variable is 0.935. The obtained value explains that the employee performance can be explained by

transformational leadership , work environment and job satisfaction are 93.5 % and the remaining 5.5 % is explained by other factors not discussed in this study

**Hypothesis Testing**

Hypothesis testing in this study was carried out by looking at the T-Statistics value and the P-Values value. The research hypothesis can be declared accepted if the P-Values <0.05.

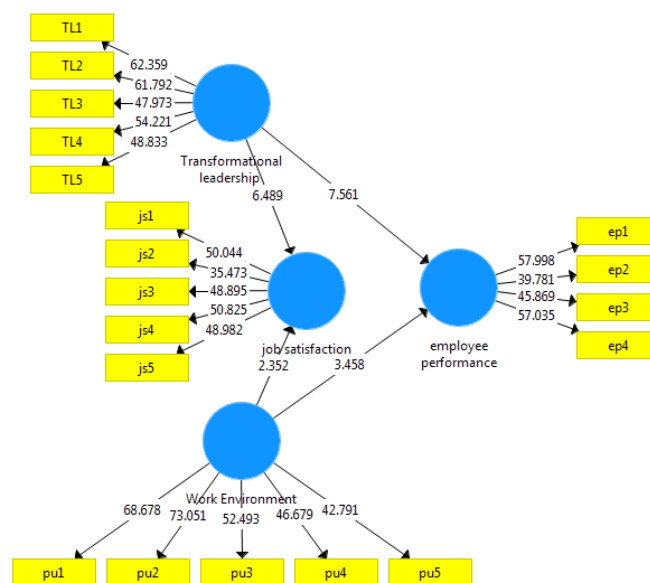


Figure 3. Hypothesis testing

Table 4. Hypothesis testing

Hypothesis	T Statistics	P Values	Result
Transformational leadership – job satisfaction	6.489	0	Supported
Work environment – job satisfaction	2.352	0	Supported
Transformational leadership – employee performance	7.561	0	Supported
Work environment – employee performance	3.458	0	Supported

**Transformational Leadership and Job Satisfaction**

The results of the research show that transformational leadership has a positive effect on job satisfaction. The transformational leadership variable has a t count of 6.489 > 1.96 with a significance level of 0.000. The

significance level is less than 0.05, meaning that transformational leadership has an influence on employee job satisfaction. The results of the significance test show that the variable transformational leadership has a sig value of 0.001 <0.05, which means transformational leadership

has a significant influence on employee job satisfaction. Thus transformational leadership has a high value for employees also has the ability to direct, motivate and have innovation so that employees continue to develop in doing their jobs. The results of this study are in line with research conducted by Asbari et al. (2021); Astuti et al. (2020); Eliyana et al. (2019) which states that transformational leadership has a positive and significant effect on employee job satisfaction. Intrinsic motivation has a positive and significant effect on employee job satisfaction. The results of this study are supported by the research of Ismaya et al. (2020); Gundersen et al. (2012) that the performance of supervisors in terms of transformational leadership can have a significant positive impact on subordinates' levels of job satisfaction. Kadiyono, et al. (2020); Kammerhoff et al. (2019) ) say that organizations need to have transformational-type leaders to provide effective teams at work to increase job satisfaction. Gundersen et al (2012);Kammerhoff et al.(2019) said that transformational leadership has a positive influence on job satisfaction.

### **Work Environment and Job Satisfaction**

The results of the research show that work environment has a positive effect on job satisfaction. The work environment variable has a t count of  $2.352 > 1.96$  with a significance level of 0.000. The significance level is less than 0.05. According to Kurniasih et al. (2022); Novitasari (2020); Nugroho et al. (2020) a good and

comfortable work environment influences employee satisfaction at work, and is closely related to job satisfaction when viewed from the work attitude of employees as one of the impacts of the working environment. According to Priarso (2022); Purwanto et al. (2021); Purwanto, A. (2022); Prayuda, R. (2019) in his research presented findings that the work environment is an important contributor to job satisfaction. Ayamolowo, et al (2013) said the quality of the work environment is an important factor for job satisfaction. The results showed that the work environment has a significant effect on job satisfaction. The work environment variable has significance means that the work environment has a positive influence on employee job satisfaction. The results of the significance test show that the work environment variable has a significant influence on employee job satisfaction. Thus the higher the level of work environment, the employee has comfort and satisfaction in working in his work environment because of the facilities used adequate. This is in line with research conducted by Purwanto, A. (2022); Prayuda, R. (2019) which states that the research results show that the work environment has a positive and significant effect on employee job satisfaction

### **Transformational Leadership and employee performance.**

The results of the research show that Transformational Leadership has a positive effect on employee performance. Transformational Leadership variable has a t count of  $7.561 > 1.96$  with a significance level

of 0.000. The significance level is less than 0.05. Furthermore, research conducted by Kurniawan et al. (2022); Rahmawati et al. (2020); Riyanto et al. (2021) also stated that transformational leadership has a significant effect on employee performance. Based on the findings from these studies, it can be argued that transformational leadership has a close correlation with employee performance. Transformational leadership is a way for leaders to increase demand for subordinate tasks and greater responsibility so that they can stimulate the potential abilities of employees and make employees independent in terms of increasing ability and willingness to learn. Transformational leadership is able to improve the behavior of workers to always try really hard so that work results get better. The results of this study are in line with the research conducted by Kurniawan et al. (2022); Rahmawati et al. (2020); Riyanto et al. (2021). According to Singgih et al. (2020); Sumarsi et al. (2019) which states that transformational leadership has a significant influence on employee performance. The results of this study indicate that transformational leadership directly has a positive and significant effect on employee performance. This is indicated by the statistical t value of the relationship between transformational leadership and employee performance. Based on this, it can be said that the better application of transformational leadership can improve employee performance.

### **Work Environment and Employee Performance**

The results of the research show that Work Environment has a positive effect on employee performance.

Work Environment variable has a t count of  $3.458 > 1.96$  with a significance level of 0.000. Research conducted by Ismaya et al. (2020); Gundersen et al. (2012); Kadiyono, et al. (2020); Kammerhoff et al. (2019) found that there was an influence between physical work environment conditions and performance. In this study stated that one of the factors that motivates the engineering work team in work is the condition of the physical work environment, especially regarding the condition of space in the room. According to Asbari et al. (2021); Astuti et al. (2020); Eliyana et al. (2019) found that work environment and performance have a very close correlation. The purpose of this research is to design and measure performance for improving the work environment. In the following section we examine the relationship between work environment and performance. Based on the findings from studies Kadiyono, et al. (2020); Kammerhoff et al. (2019), it can be argued that the physical work environment has a close correlation with performance. Based on the results of this study indicate that the physical work environment has a direct positive and significant effect on work motivation. Good physical work environment conditions can improve employee performance, this is because the physical work environment conditions are felt directly by employees in carrying out their work.



The results of this study are in line with the research conducted According to Asbari et al. (2021); Astuti et al. (2020) which states that the physical work environment has a positive effect on employee performance. Employees perceive the physical work environment as indicated by maintaining cleanliness in the workplace as indicated by the level of cleanliness and pollution free. This is intended so that every employee feels comfortable so that they are able to optimally carry out each job. Therefore, every company must pay attention to the condition of the physical work environment in the company.

## CONCLUSION

This study aims to examine the effect of transformational leadership and work environment on job satisfaction partially. based on the results of data analysis and discussion of research, conclusions can be drawn regarding transformational leadership, and the work environment on job satisfaction Transformational leadership has a significant positive effect on employee job satisfaction Work environment has a positive and significant effect on employee job satisfaction Transformational leadership has a significant positive effect on employee performance Environment work has a positive and significant effect on employee performance satisfaction. Future research can develop this research by examining other factors that can affect employee job satisfaction. In addition, future researchers can analyze other factors that contribute to employee job satisfaction. Future research can take

a larger number of samples than the sample in this study so that further research will be more valid. Suggested variables for future research that influence job satisfaction are democratic leadership, compensation, and work discipline.

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## **The Role of Compensation and Loyalty to Employee Turnover Intention**

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### **ABSTRACT**

*High turnover intention can indicate an ineffective organization because the company loses experienced employees and needs to retrain new employees. In addition, the high level of turnover intention will create instability and uncertainty about labor conditions and increase the cost of human resources. The purpose of this study was to determine the effect of compensation and loyalty on employee turnover intention by using a saturated sampling technique in sampling. Data processing was carried out by analyzing correlation coefficients, coefficients of determination, and hypothesis testing. The results of this study indicate that compensation has a strong relationship with turnover intention and has a significant negative effect on the turnover intention variable, which means that if compensation is increased, turnover intention will decrease. Another result is that loyalty has a strong relationship with turnover intention and has a significant negative effect on turnover intention, which means that if employee loyalty increases, turnover intention will decrease. Compensation and loyalty have a very strong relationship with turnover intention, the higher the compensation and loyalty, the lower the turnover intention.*

**Keywords: Compensation, Loyalty, Employee Turnover Intention**

**INTRODUCTION**

Human resources in a company are assets and have a very important role and function for the success of a company. Human resources play an important role, especially in companies engaged in services as the spearhead of the company. Turnover intention (the desire to move) is one of the causes of turnover and can lead directly to real turnover, people leave their jobs even though they do not have other alternative jobs for reasons of reward, equity, and a sense of security from conflicts that occur within the company. organization (Yuliani, 2005). Turnover intention is the level or intensity of the desire to

leave the company, many reasons that cause turnover intention include the desire to get a better job (Harnoto, 2002).

The occurrence of turnover intention is something that is not desired by the company. The high level of turnover intention will have a negative impact on the organization such as creating instability and uncertainty on labor conditions and increasing human resource costs. High turnover intention indicates an ineffective organization because the company loses experienced employees and needs to retrain new employees.

Table 1. Employee Turnover at PT. M

Year	Initial Number of Employees	Number of Employees Resigned	Number of New Employees	Total Employees
2014	35	1	2	36
2015	36	2	2	36
2016	36	2	2	36

Source: Company Data (2016)

From the company data above, employee turnover at PT. M occurs because of several possibilities. One of the reasons is the lack of compensation provided by the company. Inappropriate compensation will lead to a decrease in employee performance and even lead to employee turnover. Good compensation is a compensation system that is responsive to situations and a system that can motivate employees. In addition to compensation, other important factors that can lead to high or low turnover intention at PT. M is employee loyalty. Loyalty is loyalty reflected by the willingness of employees to maintain and defend the organization inside and outside of work from the ravages of irresponsible people (Hasibuan, 2012). The absence of

loyalty results in strikes, absenteeism, sabotage, high absenteeism and turnovers.

**LITERATURE REVIEW**

**1. Compensation**

Compensation is a service fee or remuneration provided by the company to workers because these workers have contributed energy and thoughts for the progress of the company in order to achieve the goals set (Sastrohadiwiry, 2011). Compensation is all income in the form of money, goods directly or indirectly received by employees as compensation or services provided to the company (Oktari and Suhardi, 2021).

The purpose of providing compensation (retribution) is,

among others, as a bond of cooperation, job satisfaction, effective procurement, motivation, employee stability, discipline, as well as the influence of labor unions and the government. Factors that affect compensation are work productivity, ability to pay, supply and demand for labor, employee organization, various laws and regulations (Oktari and Suhardi, 2021).

## **2. Loyalitas**

Loyalty is the determination and ability to obey, implement, and practice something that is obeyed with full awareness and responsibility, determination and daily behavior in carrying out tasks (Saydam, 2011). only physical loyalty, but more on non-physical loyalty such as thoughts and attention (Tommy et al, 2010). The loyalty of employees in an organization is absolutely necessary for the success of the organization itself. The higher the loyalty of employees in an organization, the easier it is for the organization. It is to achieve organizational goals that have been previously set by the owner of the organization. Likewise, for organizations with low employee loyalty, it is increasingly difficult for the organization to achieve organizational goals that have been previously set by the owners of the organization.

The description of loyalty to the company includes honesty, having a sense of belonging to the company, understanding the company's difficulties, working more than what the company requires, creating a pleasant

atmosphere in the company, keeping company secret meetings, maintaining and improving the company's image, being frugal, not demonstrating , not a priori to change (Poerwopospito, 2010). The emergence of work loyalty is influenced by factors including personal characteristics, job characteristics, company or organization design characteristics, experience gained in the company or organization (Saydam, 2011).

## **3. Turnover Intention**

Turnover intention is the tendency or level at which employees have the possibility to leave the company (Chen & Francesco, 2000). Turnover intention is the level or intensity of the desire to leave the company, many reasons that cause turnover intention include the desire to get a better job (Harnoto, 2002). Turnover intention is characterized by various things related to employee behavior, including increased absenteeism, starting to be lazy to work, increased courage to violate work rules, courage to oppose or protest to superiors, as well as seriousness to complete all employee responsibilities which are very different from usual. Harnoto, 2002).

## **RESEARCH METHODS**

The technique used in analyzing the data that has been obtained is descriptive analysis and verification analysis. The sampling technique used is Purpose Sampling, by taking samples of the last 3 (three) years, namely 2014-2016.

The independent variables

studied were compensation and loyalty, while the dependent variable studied was employee turnover intention. The stages of analysis carried out are testing research instruments (testing validity and reliability), descriptive analysis (recapitulation of respondents' responses to the variables studied), multiple regression analysis, and hypothesis testing. Data collection techniques using questionnaires, observation and literature study.

## **RESULTS AND DISCUSSION**

The results of testing the validity of the questionnaire items on compensation, loyalty, and turnover intention variables indicate that all items are valid and can be used to measure the variables studied. All variables to be studied are declared reliable because the value of Cronbach's alpha is greater than 0.60.

### **A. Recapitulation of Respondents' Responses**

The compensation variable is in the high category with an average value of 3.93 because it is in the 3.40 - 4.19 category. A total of 15.77% of respondents stated strongly agree, 69.68% of respondents agreed, 14.55% of respondents stated quite agree. The statement "The compensation provided by the company to me is fair and proper" is in the better category with an average score of 4.11.

The loyalty variable is in the good category with an average value of 4.02 because it is in the 3.40 - 4.19 category. A total of 7.97% of respondents stated strongly agree, 88.68% of respondents agreed, and 3.35% of

respondents stated quite agree. The statement "I always obey the orders of an authorized superior, I complete tasks well and on time and I always report the results of my work to my superiors" occupies the better category with an average score of 4.08. While the statement "I am able to store and maintain goods (data and facilities) as well as possible" needs attention because it has the lowest average value.

The Turnover Intention variable is in the sufficient category with an average value of 3.01 because it is in the 2.60 - 3.39 category. A total of 1.92% of respondents stated strongly agree, 36.15% of respondents agreed, 4.62% of respondents stated quite agree, 70.77% of respondents said they disagreed, 11.54% of respondents stated strongly disagree.

### **B. Multiple Regression Analysis**

Compensation has a strong relationship with Turnover Intention which is indicated by the correlation coefficient (R) of 0.625. Loyalty has a strong relationship with Turnover Intention which is indicated by the correlation coefficient (R) of 0.686. Compensation and Loyalty have a strong relationship together with Turnover Intention marked by a correlation coefficient (R) of 0.829 and has a determination coefficient of 0.688. This shows that Compensation and Loyalty have an effect on Turnover Intention of 68.8% and 31.2% influenced by other factors.

### **C. Hypothesis test**

Based on the t-test conducted, it was found that compensation has a significant negative effect on Turnover Intention, meaning that if compensation is increased, Turnover Intention will decrease. Likewise, Loyalty has a significant negative effect on Turnover Intention, meaning that if employee Loyalty increases, Turnover Intention will decrease.

### **DISCUSSION**

The compensation provided by the company can be said to be good with the support of the employee's statement that the salary with the employee's living needs is appropriate. The salary provided by the company is in accordance with government regulations. The wages received are sufficient to meet their daily needs. Incentives given by the company cause employees to stay in the company. Seniority is the basis of the company in providing incentives. Job evaluation carried out by the company as the basis for providing employee compensation. The provision of annual leave, sabbatical leave and maternity leave is in accordance with government regulations and the company is always on time in providing salaries to employees.

Employee loyalty to the company can be said to be high. This is reflected in the employees always obeying company regulations. During work, employees always come to work and leave work on time, employees always obey orders from authorized superiors, employees complete tasks properly and on time.

Employees always prioritize the interests of the office above personal interests when working, employees do not abuse the authority given by the company and employees always report the results of their work to their superiors.

Turnover intention in the company can be said to be high as reflected by employees who will protest company policies if they are not in accordance with the wishes of employees. Employees will feel better at work when employees leave the company. Employees will have a higher sense of responsibility when they leave the company.

### **CONCLUSION AND SUGGESTION**

Based on the results of data processing and analysis that has been carried out, it can be concluded that several causes are as follows:

1. Employee responses regarding compensation and loyalty are quite varied but in general employees state that compensation and loyalty in the company are in the good category. Meanwhile, turnover intention in the company is in the sufficient category.
2. Compensation has a strong relationship with Turnover Intention. Compensation has a significant negative effect on Turnover Intention, meaning that if compensation is increased, Turnover Intention will decrease.
3. Loyalty has a strong relationship with Turnover Intention. Loyalty has a significant negative effect on Turnover Intention, meaning that if loyalty increases, Turnover Intention will decrease.



The company is expected to continue to pay attention to financial compensation and non-financial compensation which is an important factor in working. The working atmosphere such as the relationship between fellow employees, the relationship between the leader and a good employee will create harmony and a sense of kinship. The work environment such as cleanliness and tidiness, noise levels also affect turnover intention. To further increase employee loyalty, the company can add compensation such as personal protection in the form of pension funds, payments when not working such as during training and leave, as well as increasing salaries to increase employee loyalty to the company.

Measurement of compensation can be seen from employee performance. Companies can increase compensation so that employees can increase their loyalty and will not switch to other companies

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## **Systematic Literature Review: Role Effectiveness, Challenges, and Empowerment of Millennial Leaders**

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### **ABSTRACT**

*The millennial workforce has a large proportion in 2022 and is expected to continue to increase in the coming year in corporate settings. It is predicted that by 2025, the millennial workforce will reach 75% of the total workforce (Ernst & Young, 2015). In several studies conducted, millennials are currently not only studied as employees, but also as leaders in a company. Many of the leadership transitions have been handed over to millennial generation employees who are considered more productive and have the potential to lead. Seeing this phenomenon, companies need to consider how the development program should be given to prospective future leaders, so that they can improve their quality and are ready to lead a team. Therefore, researchers will explore previous research studies in order to obtain a stronger theoretical foundation for millennial leaders. By applying the systematic literature review method, this study aims to determine the roles and challenges faced by millennial leaders, as well as the empowerment programs needed to prepare millennials to become leaders. The review process begins with the collection of 616 articles from the Scopus database, where in the final stage there are 34 journals that will go through a further analysis process. The results show that the role and challenges of millennials in leading the face of difficult situations and conditions. Communication skills and openness in the learning process are needed. Providing the right mentoring and self-development programs will improve the leadership quality in millennials (Adiawaty, 2019)..*

**Keywords:** *Millennial Leadership, Millennial Manager, Systematic Literature Review*

**INTRODUCTION**

The existence of the millennial generation in the world of work continues to dominate the workforce every year (Arellano, 2018). This is certainly a challenge for companies to recruit, develop, and retain a millennial workforce so that the turnover rate does not get higher. Ernst & Young (2015) provide

support by predicting that by 2025 it is estimated that more than 75% of the demographic proportion will be occupied by the millennial generation. The Central Bureau of Statistics in data analysis in 2021 shows how the percentage of the millennial workforce is starting to increase, which is shown in Table 1.1.

Table 1. The workforce of the age group

Golongan Umur	Angkatan Kerja (AK) Menurut Golongan Umur		
	% Bekerja / AK	Jumlah AK	Bekerja
	2021	2021	2021
	Februari	Februari	Februari
20-24	82.34	14 775 116.00	12 165 777.00
25-29	90.73	16 554 443.00	15 019 804.00
30-34	95.06	16 340 032.00	15 533 371.00
35-39	96.26	16 517 422.00	15 898 936.00
40-44	96.45	16 089 642.00	15 519 044.00
45-49	96.73	14 938 870.00	14 450 442.00
50-54	96.99	12 976 674.00	12 586 456.00
55-59	96.83	10 091 867.00	9 772 224.00
Total	93.74	139 810 313.00	131 064 305.00

Source: Central Bureau of Statistics, 2021

Mathis & Jackson (2013) said that generation Y or known as the millennial generation was born in 1981-2000, where at this time the millennial workforce has entered the age range of 22-41 years. Table 1.1. shows the total workforce that has worked is 131,064,305, which consists of the millennial generation as many as 58,617,888. If calculated as a percentage, in 2021 the millennial generation who have worked will reach 44.72% of the total workforce. This number is predicted to continue to grow in the coming years. Millennial workers are said to have different characteristics from generation X and baby boomers (Glass, 2007). Millennials were born in years where technological progress occurred very quickly (Ambarwati et

al., 2018). In addition, millennials were raised with a fairly high parental involvement in any case (Evans & Karl, 2022). These characteristics need special attention for companies to develop a millennial workforce and be able to make maximum contributions to the company's progress.

In the organizational context, the millennial generation is starting to be prepared to occupy positions in company management to replace the role of generation X and baby boomers. The leadership transition occurs when both generation X and baby boomers enter their retirement period (Saifman & Sherman, 2019a). Arellano (2018) argues that when the millennial workforce is increasing, there is a tendency for millennials to

contribute to the leadership process. Facing these challenges, the development program is implemented by the Human Resource Department to create and prepare millennial leaders. The programs provided are certainly needed to create quality leaders. A global survey in 2014 showed that 86% of respondents from the executive level view leadership as the highest and most urgent priority (Deloitte, 2014). Leaders influence organizational teams with their competencies and abilities (Mohd Adnan & Valliappan, 2019) In addition, it is said that 56% of companies believe that millennials need leadership development programs specifically to improve competence as a leader (Parker, 2013).

Previous research has focused heavily on the role of the millennial generation but from the point of view of followers, not leaders. One of these studies (Yeni Suyanto et al., 2019) discusses transformational leadership applied to millennial generation employees in the industrial 4.0 era. Ambarwati et al (2018); Mustomi & Reptiningsih (2020) conducted research related to the right leadership style to be applied to the millennial generation. As far as researchers are concerned, there is still very little research that focuses on developing and empowering millennial leaders. Therefore, this research was conducted with the aim of conducting an in-depth exploration of the effectiveness of the role and the obstacles faced by millennials when becoming a leader. In addition, the researcher hopes to get more information related to how the millennial generation gets the right

leadership development program as a provision to lead.

The systematic literature review method was chosen to obtain the point of view of several previous studies that focused on discussing millennial leaders. Research data will be taken from Scopus and then go through a reduction process to data analysis. The stages carried out in a systematic literature review are: 1) Conduct a review to see the definitions, perspectives, and dimensions of millennial leadership. 2) Researchers conclude and evaluate research studies obtained as a source of knowledge. 3) Researchers will re-check the results of the analysis obtained. Okoli & Schabram (2010) argue that a systematic literature review is carried out to strengthen the theoretical background and expand research on the topic being studied.

## **LITERATURE REVIEW**

### **1. Behavioral Management Theory**

Behavioral management theory is part of human relations which is closely related to the dimensions of work. Work behavior shown by individuals in the team is the impact of the leadership process applied within the team. Assumptions regarding individual cognition, emotion, and social interaction are also part of the behavioral strategies process (Powell et al., 2011). It is assumed that the causes of individual behavior are formed in environmental relationships with various variables (Powell et al., 2011). Stajkovic & Luthans (2003) in research on behavioral management and task performance said that when leaders realize the

existence of individuals as assets, the approach actions taken are: 1) the expectations of the desired employee behavior, 2) the behavior itself, 3) the consequences of the behavior. the. Satisfaction and a good work environment will enable employees to prioritize common interests and contribute to increased productivity. Behavioral management theory believes that when leaders understand well individual behavior, this is expected to increase the leader's efforts to build positive work situations and create work behaviors that benefit the company.

Behavioral management theory is applied in this study as a basis for seeing how millennial leaders can understand each member on the team. Millennial leaders are expected to be able to play the role of leaders and minimize the occurrence of existing problems. By carrying out proper behavior management, each team member will respect each other and increase trust in the incumbent millennial leader. In Maslow's theory, it is explained that one way to regulate individual behavior is to meet psychological needs according to the hierarchy of needs theory. There are five important aspects in meeting needs, namely: physiological needs, safety needs, belonging and love needs, esteem needs, and self-actualization needs (McLeod, 2018). Maslow believes that if these five aspects can be met, individuals will be motivated by themselves to provide the best

performance and contribution to the company (Lussier, 2019).

## **2. Millennial Leadership**

Millennials are a group of generations born from 1981-2000 (Robert L. Mathis, 2008). As a generation that grew up in technological advancements and high digitization, millennials have a variety of unique and different characteristics from the previous generation (Adiawaty, 2019). Several previous studies have said that millennials are very confident, creative, want to learn a lot, are flexible, focus on achievement, and enter a productive age to work (Daud & Wan Hanafi, 2020; Grotkamp et al., 2020; Glass, 2007). Research by Evans & Karl (2022) which discusses helicopter parenting shows that millennials grow up in very high parental involvement. This forms a pattern of behavior and high dependence both financially and emotionally with parents (Daud & Hanafi, 2020). This background makes millennials have different job demands. Millennials want to do meaningful work, full of challenges, and definite career development from the company (Gallup, 2016).

Entering the workforce, millennials show different work behaviors. This behavior then creates process changes within the company to create programs and systems that are friendly to the millennial workforce. Currently, millennials are starting to replace the leadership role of the baby boomer generation and generation X who will enter their retirement period in the coming year

(Arellano, 2018). Appointments to fill certain positions in the company are made on the grounds that millennials are included in the productive age to work for the company. There is potential to increase the company's success with the various advantages that millennials have. The company responded positively to this phenomenon by preparing millennial leaders for long-term goals. The company has started implementing millennial leadership, such as the career acceleration program for millennials, namely management trainee (MT), future leader program, and company succession candidate planning targeting millennial employees.

To strengthen millennial competencies that will be prepared as leaders, companies need to develop communication skills, decision making, build relationships in diversity, and provide examples and motivation for subordinates (Grotkamp et al., 2020). (Saifman & Sherman, 2019) said that several studies related to millennials showed high confidence in the abilities of millennials. The company is quite optimistic to be able to build good leadership in millennials. To be able to create the right program, of course, management needs to understand several things, such as: the characteristics of millennials, the role of millennials when appointed to lead, what challenges will be faced, the response of other employees when they find out that millennials are appointed to lead, and other issues that will become

consideration. Through this research, readers will gain insights that may not have been known before. Millennial development programs to become leaders must be given to the right people with the right programs. Thus, the results of the millennial leadership process will show the quality of the company and improve its image in the eyes of many people.

## **RESEARCH METHODS**

This research was conducted with the aim of knowing the effectiveness of roles and challenges, as well as the right empowerment program for millennial leaders. To explore theory and previous studies, a qualitative method with a literature study approach was carried out in this study (Musianto, 2002). Systematic literature review is one method by collecting and critically analyzing several previous research studies through a systematic process (Darmalaksana et al., 2020). Tranfield et al (2003) argue that the systematic literature review method has good quality in the review process of research constructs. After the data is collected, it will then go through a categorization process to answer the research objectives.

To conduct a systematic literature review, researchers went through three stages according to the research method (EBSE Technical Report, 2007). First, planning the research process related to needs, issues raised, goals to be achieved, and design stages to be carried out for the review process. Second, the researcher begins the review process by collecting primary and secondary data, conducting data selection and

reduction, analyzing data, until obtaining results in accordance with the predetermined objectives. Finally, the researcher will analyze the discussion of the results of the review obtained and provide implications for further research. Three stages of systematic literature review provide benefits for researchers to review previous literature reviews.

The data collection process is carried out through the Scopus database by entering two keywords, namely "millennial leader" and "millennial manager". Scopus is known as a trusted electronic database with more than 18,000 articles and international publishers with a good reputation (Supriharyanti & Sukoco, 2022). The researcher focuses on finding a literature review that discusses the role of millennials as leaders and leads to how development should be carried out. The data selection and reduction process was carried out using the Preferred Reporting Items for Systematic Literature Review and Meta-Analysis (PRISMA) approach. The PRISMA method approach is used to help researchers compile a systematic literature review with a quality literature review analysis (Page et al., 2021).

## RESULTS

As previously explained, this study uses three stages of systematic literature review with a reduction process using the PRISMA method. Each process is carried out by researchers to obtain valid and reliable data sources. The literature review consists of research using quantitative and qualitative methods with a total of 34 articles. Researchers

collect and analyze data following the stages of a systematic literature review on research Pullin & Stewart (2006).

### 1. Planning the Review

The first stage in the systematic literature review process is planning in advance. What is the background of the researcher wanting to discuss the topic of this research. As discussed earlier, the increase in the millennial workforce and the leadership transition process that occurs by placing millennials at certain job levels requires better preparation. Millennials need leadership training and development programs to be able to balance the responsibilities that must be completed later. Starting from this, this research was conducted with the hope of providing complex knowledge about the importance of preparing millennials to become future leaders.

RM1. How effective are the roles and challenges faced by millennials when leading a team?

RM2. What should be the empowerment process to prepare millennials as future leaders?

Limitations and information that were not analyzed in full in previous research studies are the basis why this research was conducted using a systematic literature review method. By collecting previous literature reviews, it will help research problems to be answered and find a stronger theoretical foundation to understand the characteristics of

millennials. The Scopus database is used to find previous research by entering two keywords alternately, namely “millennial leader” and “millennial manager”. The use of two keywords is done because in previous studies there were different terms used to refer to the millennial leaders themselves.

## 2. Conducting a Review

The next stage after determining the topic, problem formulation, and compiling the research design, the researcher will carry out the article review process. Conducting a review will be related to a process where researchers select, select, and reduce literature review with reference to the formulation of

research problems. In simple terms, if previous research does not discuss the context of the research that refers to the formulation of the problem in this study, then the data will go through a selection process. Preferred Reporting Items for Systematic Literature Review and Meta-Analysis (PRISMA) is used as a reference to guide the data reduction process and focuses on certain studies that really focus on discussing the roles, challenges, and empowerment processes given to millennial leaders. Figure 4.1. shows how the stages will be passed with the PRISMA method approach. These stages begin with the identification, screening, eligibility, and inclusion process.

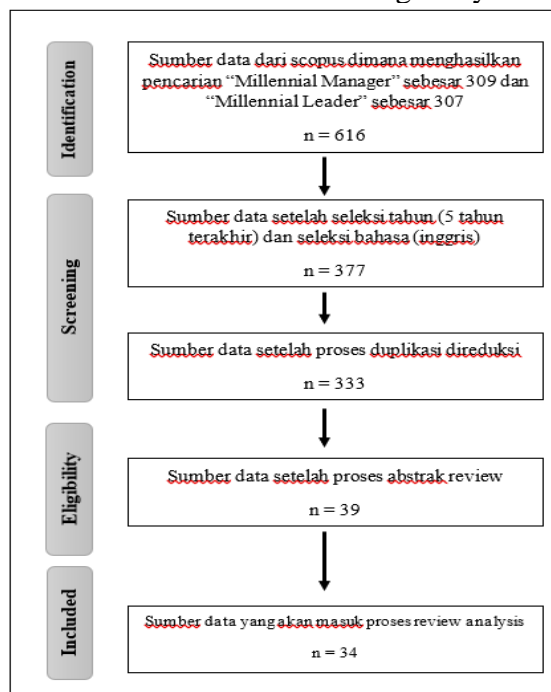


Figure 1. PRISMA Approach

The first stage begins with the identification process, where researchers enter the keywords "millennial leader" and "millennial manager" to find articles related to

the purpose of this research. A total of 616 articles were obtained with the content of the articles taken: author, title, year, abstract, journal language, citation, and



journal status. Researchers then entered the screening process by taking data for the past 5 years, namely from 2017-2022. The selection of the year range was carried out on the basis that at the end of 2016, the Central Statistics Agency recorded that the millennial workforce reached 39% of the total workforce. The choice of English is because it is an international language that is commonly used in various parts of the world (McKay, 2018).

From the first screening process, a total of 377 articles were obtained that passed the selection. The next screening is done to reduce duplication. Due to using two keywords separately, it is very

likely that the articles that are exported come in with the same title. From the duplication screening process, researchers found 4 articles that were reduced because of the same title and content. From 377 data, 333 data were obtained which will continue in the abstract review process. Figure 4.2. shows graphic data on the diversity of research topics that have gone through abstract review. After doing the mapping, the researchers found that previous studies covered various topics related to millennials. Not only seeing and researching millennials as leaders, but also from their roles as citizens, academics, and as consumers.

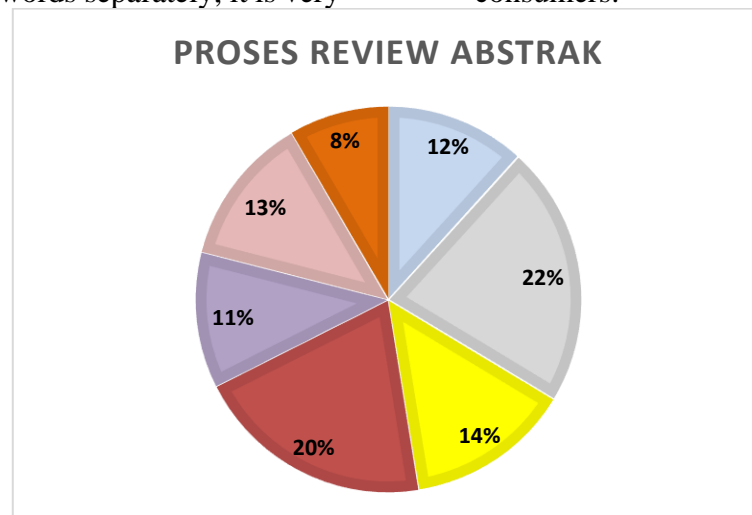


Figure 2. Diversity of research topics

\* color description:

Warna	Keterangan	Total
Light Blue	Topics about millennial leaders and millennial managers	39
Grey	Topics on millennial behavior in the world of work	73
Yellow	Topics on the influence of leadership on the millennial workforce	46
Red	Topics not related to the millennial workforce	67
Purple	The topic discusses multigenerational work behavior	38
Pink	Topics discuss millennials as consumers and academics	42
Orange	The topic discusses millennials as citizens	28
<b>Total Artikel</b>		<b>333</b>

The review process is carried out carefully and with full consideration by the researcher by basing the process on the research objectives. From the abstract review process, researchers obtained 39 data articles that have context in accordance with this research. However, after further analysis, 5 articles must be reduced because the full text context has no relevance. The total articles that will be included in the analysis process are 34 articles. Researchers carry out a review process by prioritizing 3 aspects, namely roles, challenges, and empowerment to obtain significant answers to the formulation of the problem sought.

### **3. Reporting and Dissemination**

Reporting and dissemination is the last stage in the systematic literature review process. At this stage, the results of the review process play an important role in showing how millennial leaders are viewed. From 34 articles that went through the review process, researchers found discussions related to the effectiveness of the role, challenges faced, and development programs provided to provide space for millennials to learn to become leaders:

There has not been too much research exploring the topic of millennial leaders. As in Figure 4.2 data. shows that in the last 5 years, the topic of millennial work behavior was the most widely discussed, which amounted to 73 articles. While the topic of millennial leaders is quite a bit found because there has been no

special attention that leads to the roles and challenges that will be faced when millennials are appointed as leaders. When in the transition period, millennial leadership begins to occupy certain positions, then the effectiveness of the role becomes the main focus to produce maximum performance. From the data analysis process, the researcher found several articles that clearly discussed what roles and challenges faced by millennials as a leader.

The analysis of the table above shows the role of millennials as leaders in an organization. The characteristics of millennials will shape how they behave at work and when faced with complex situations while leading. The role for companies today is quite significant to encourage the company's progress in the midst of global competition. With their intelligence and creativity, millennial leaders are expected to be able to find the latest innovations and create competitive advantages for the company.

The table shows the challenges that millennials have faced when processing as a leader. Many millennials want to give up their positions because of the lack of support and motivation to fight as leaders. Others say that the discrimination they face makes the work environment stressful. Millennials' voices are not heard because they face stereotypes in terms of age. Young age is used as an excuse to see the weak leadership skills and not too much experience of millennial leaders.

#### **4. Millennial Leaders Empowerment Proses**

Regarding several previous research studies that analyzed how empowerment should be given to millennials. Most studies believe that millennials need to practice good communication skills, critical thinking skills, and the ability to make decisions with more courage and confidence. In addition, the role of the mentor is very much needed to provide feedback and direct evaluation during the training program.

#### **DISCUSSION**

The millennial generation has unique and different characteristics from generation X and baby boomers. High knowledge of technological advances is often very helpful for companies to achieve common goals and dreams. But on the other hand, digitization will also affect how millennials behave. There is a tendency to want flexibility, instant processing, and a high degree of parental desire. The unique characteristics of millennials can basically be an advantage if managed properly. Providing development and mentoring programs for young talents will help millennials to take advantage of their potential as strengths that can be useful for others. The development program will be better if it is carried out in two directions so that millennials can learn faster and get experiences that have never been felt before.

The results of the study show how millennials are viewed so far, especially from the point of view of being a leader. How leadership is carried out is the key that determines

whether millennials are said to be successful in leading or not. Some of the leadership attributes and values possessed by millennials are visionary, appreciation, role model, collaboration, and focus (Ren et al., 2018). In contrast to that, Shrisvatava et al (2017) and Waal et al (2017) see millennial leadership focusing on the amount of compensation both financial and non-financial that will be received. Compensation is also one of the variables that determine how individuals behave at work.

Often millennial leaders are not aware of how the leadership style used can affect work motivation in their team. Company leaders from supervisors to higher ranks at least need to be given training or assistance related to the implementation of the right leadership style. The use of a leadership style that supports the situation in the team will be successfully achieved if the leader in the team and members are open to each other and work together to build positive working relationships with each other.

The big role that must be carried out is of course followed by challenges in leading. One source of challenges faced by millennials is the occurrence of discrimination in leadership in terms of age (Christopher Bratt et al., 2020). Leading at a young age turned out to cause turmoil in the eyes of other individuals. Millennials are still not mature enough to be responsible for leading a team (de la Fuente-Nez et al., 2021). High dependence on parents creates a character that is difficult to make decisions (Evans & Karl, 2022). Another example, in terms of their work experience,

millennials still do not have high flight hours when compared to the generation above. Regardless of all the shortcomings and challenges that must be faced, empowerment and development are needed, especially in preparation before millennials are truly trusted to lead a team.

## **CONCLUSION AND SUGGESTION**

This research was conducted to answer two objectives. First, the researcher wants to obtain in-depth information about the roles and challenges faced by millennials when appointed to lead an organizational team. Different work behavior from the previous generation makes millennial leaders have different ways of leading. An attitude that is open, flexible, and wants meaningful work is the hallmark of millennials when they lead. The company's management is quite optimistic with all the potential that millennials have to be able to lead and support the company's success. In terms of energy, millennials are in a productive age where the process of creativity and enthusiasm in doing something is very high. This contribution is needed by the company to increase cooperation and create competitive advantage in competing globally.

In other conditions, the character possessed by millennials often does not have a maximum impact due to the many challenges in their careers. In the previous literature review, it has been said that one of the challenges regarding the phenomenon of ageism or known as age discrimination. Ageism is a challenge because it affects the psychological

condition of millennials. One of the impacts is that the attitude of leadership is not optimal. Millennials lose confidence in leading team members. In addition, feelings of pressure will more easily arise and have an impact on the high desire to leave the company.

This research is expected to provide insights that have not been obtained by readers so far. When the CEO and management know about this condition, the desired output is the establishment of millennial development programs that will be prepared to lead. Without good debriefing, millennials will not show good performance when placed in certain positions. In addition to debriefing, millennials need the help of mentors to motivate and encourage them and learn to be better.

Researchers provide recommendations for future research to focus on discussing the challenges faced by millennials. There are various forms of challenges that can be used as future research ideas such as ageism, multigenerational team members, and regeneration processes that do not run smoothly. These topics are very interesting to be researched in the future so that they can provide benefits in detail for the solutions given to the challenges that occur.

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## **Analysis of Work Environment and Stress Management on Work Productivity**

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### **ABSTRACT**

*This study aims to determine the effect of the work environment and stress at work on employees' work productivity in a company. Illustrate for the community in general and the company, and several factors can cause the increase and decrease in work productivity. This study uses quantitative research with exploratory, descriptive data presentation by taking a sample at a university in East Java. With multiple linear regression techniques can be seen the relationship that occurs to these problems. The results of this study indicate that the Work Environment ( $X_1$ ) and Stress at Work ( $X_2$ ) influence Work Productivity ( $Y$ ). This research also includes suggestions for improvement to increase work productivity.*

**Keywords:** *Productivity, Work Environment, Stresses*



## **INTRODUCTION**

A company's milestone is often in its employees' ability and performance. Their productivity levels are certainly different; sometimes, their performance is good, and sometimes they also decrease. Of course, they were caused by various things that affect it. One example of influencing factors is the condition of the work environment and personal problems. Sometimes an employee's performance is very good, supported by a high level of discipline. However, poor working environment conditions cause the employee's performance due to poor concentration and other things. For employees, the working environment is a complex thing that is most needed in supporting their daily activities in the office. How serenity, good communication, and a neat and adequate workspace are the factors that determine the comfort of the workers, which will encourage an increase in their work productivity. This is certainly something that must be created periodically by the company to ensure good working conditions.

Creating a good work environment supports the relationship between employees, and the relationship with the company becomes good too. Sometimes some things make an employee unfavorable work environment conditions, resulting in a less conducive work situation. This affects the performance of other employees to be down if affected by the conditions created. From this, it can be seen that the company and the employees themselves can create the working environment conditions.

When unfavorable working environment conditions are happening around the employees, the duties and responsibilities that the employees should carry out with the set targets can be down. Of course, this also affects the operational conditions of the company itself. Employees who cannot think well about the tasks they have to do will create tension in the employee and feel uncomfortable, leading to increased stress.

A person experiencing stress is a condition that changes a person. Stress will not negatively impact employees when they can regulate their moods and thoughts to be more positive. The problem that will arise when stressed is that communication between employees and the company will become colder, so jobs that should be communicated well with each other cannot be completed quickly. In addition, the task or work given the burden also needs to be considered properly whether the employee has carried the right or excessive workload.

## **LITERATURE REVIEW**

### **Work Environment**

According to Amirullah (2015: 33), the organizational environment is a force that directly or indirectly affects organizational performance. Wijayanto (2012:41) argues that the work environment is internal stakeholders who are groups or individuals who are not explicitly part of the corporate environment because internal stakeholders are members of the organization, where managers have responsibility for their interests. As for the opinion of Anoraga (2004:82), which says that the work

environment is an environment in a business that supports the development of an organization, this is also identified using a functional approach.

Sedarmayanti (2008:1) defines the work environment as all conditions that occur and are related to work relationships, namely relationships with superiors, co-workers, and with subordinates. According to Sedarmayanti, the work environment has a broader meaning. According to her, there are two forms of the work environment. The first is the physical work environment; all conditions around the workplace will affect employees directly or indirectly. The second is the non-physical work environment which is described as all conditions that occur and are related to work relationships, namely relationships with superiors, co-workers, and subordinates.

Based on this understanding, the non-physical work environment can be interpreted as psychological. It cannot be seen directly, but employees can feel its existence. Several factors influence the formation of working environmental conditions with employee productivity, according to Sedarmayanti (2011: 28-35), including:

- a. Lighting;
- b. Air temperature;
- c. Humidity;
- d. air circulation;
- e. Noise;
- f. Vibration;
- g. Smells;
- h. Coloring;
- i. Decor; and
- j. Security.

A good and supportive work environment will encourage employees to work more productively and produce good results.

### **Work Stress**

According to Rivai (2009:516), work stress is a condition of tension that creates a physical and psychological imbalance, which affects the emotions, thought processes, and conditions of an employee will affect the results of his work. Sunyoto (2012:61) states that stress concerns the interaction between the individual and the environment, namely the interaction between stimulation and response. In line with that, Suwatno (2011: 181) suggests that stress is a perception (view) of threats or shadows of anxiety, tension, and displeasure, which moves, alerts, or makes the organization active.

Stress is external demands on a person, for example, objects in the environment or an objectively harmful stimulus. Stress is also commonly interpreted as pressure, tension, or unpleasant disturbances from outside a person (Rivai & Mulyadi, 2011: 307). Symptoms of stress at work can be shown by the following:

- a. Job satisfaction is not good;
- b. Decreased performance;
- c. Spirit and energy go bad;
- d. Poor communication;
- e. Bad decision making;
- f. Lack of creativity and innovation;
- g. Spin on tasks that are not on target;

Fathoni (2006:176) states the factors that cause employee stress are as follows:

- a. Difficult and excessive workload (beyond ability);

- b. Unfair and unreasonable pressure and attitude of the leadership;
- c. Inadequate work time and equipment;
- d. Conflicts between individuals and leaders or work groups in the company;
- e. Low remuneration;
- f. Personal problems in the family;

### **Work Productivity**

Sunyoto (2012: 41) argues that productivity is a mental attitude that always tries and believes that a life today is better than yesterday and tomorrow is better than today. Furthermore, in Sunyoto (2012:203-204), the factors that affect work productivity are:

- a. Knowledge
- b. Skills are operational, technical abilities, and mastery of certain work fields.
- c. Ability is formed from some competencies possessed by an employee.
- d. Attitude and behavior

The real knowledge and skills that underlie the achievement of work productivity. There is a very close relationship between habits or attitudes and behavior.

Productivity is the ratio between the results of activities (output) or those achieved using human resources (inputs) to achieve company goals. Sutrisno (2011:211-212) states that in measuring work productivity, an indicator is needed, namely as follows:

- a. Ability
- Have the ability to carry out tasks. An employee's knowledge depends on their skills and professionalism in their work. It

provides the power to complete the tasks assigned to them.

- b. Improve the results achieved  
Strive to improve the results achieved. The impact can be felt by both those who do and those who enjoy the work results.
- c. Work spirit  
This is an attempt to be better than yesterday.
- d. Self-development  
The employee can do self-development by looking at the challenges and expectations that are being faced.
- e. Quality  
Quality is the result of work that can show the quality of an employee's work.
- f. Efficiency  
Comparison between the results achieved with the overall resources used

### **Stress Conditions on Work Productivity**

Employees may experience stress conditions due to the work environment will certainly affect their performance and satisfaction with their work. How the company maintains or improves the quality of a good work environment to impact employee performance positively. This, of course, also affects the quality of the company itself. The presence of the company to be able to implement good stress management is necessary. How can the company anticipate the source of stress from an employee, and how can the company overcome it as early as possible? This is, of course, to increase employee confidence in the company and maintain company productivity.

**METHOD**

This study uses quantitative research with exploratory, descriptive data presentation. The data used is a questionnaire distributed at one university in East Java on 28 respondent. The purpose of this research is to develop a hypothesis with a focus on gaining an understanding of the problem being studied.

**Framework**

The research involved three things, the Work Environment (X<sub>1</sub>), Stress at Work (X<sub>2</sub>), and Work Productivity (Y).

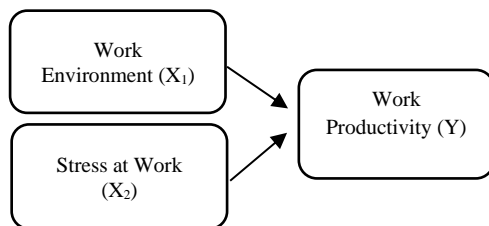


Figure 1. Research Model

**Hypothesis**

- H1 : The work environment has a positive effect on work productivity.
- H2 : Stress at work has a negative effect on work productivity
- H3 : Work environment and stress at work affect work productivity

**Variable Indicator**

1. Work Environment (X<sub>1</sub>)  
Lighting, air temperature, humidity, air circulation, noise, vibration, smells, coloring, decor, security, and work rules.

2. Stress at Work (X<sub>2</sub>)

Complex and excessive workload (beyond ability), unfair and unreasonable pressure and attitude of the leadership, inadequate work time and equipment, conflicts between individuals and leaders or work groups in the company, low remuneration, and personal problems in the family.

3. Work Productivity (Y)

Ability to improve results on targets that must be achieved at work, enthusiasm for work, self-development, and time efficiency.

**Data Analysis Technique**

This calculation uses multiple linear regression analysis, which aims to determine the effect of the independent variables, namely the Work Environment (X<sub>1</sub>) and Stress at Work (X<sub>2</sub>), on the dependent variable of Work Productivity (Y).

$$Y = a + b_1X_1 + b_2X_2$$

Information :

- Y = Work Productivity
- a = constant
- b<sub>1,2</sub> = regression coefficient
- X<sub>1</sub> = Work Environment
- X<sub>2</sub> = Stress at Work

**RESULT AND DISCUSSION**

**Multiple Linear Regression Test**

In this test, We can see that the work environment has a positive effect on work productivity, while stress at work has a negative effect on productivity.

Table 1. Test Result  
Multiple Linear Regression

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	23.060	10.596		2.176	.039
Work Environment (X1)	.980	.135	.583	7.257	.000
Stress at Work (X2)	-.455	.049	-.745	-9.274	.000

The value of the existing constant means that if there is no independent variable consisting of the Work Environment (X1) and Stress at Work (X2) variables that affect Work Productivity, it is 23,060.

The work environment variable (X1) positively influences work productivity, with a regression coefficient of 0.980 which means that if the work environment variable increases by 1 unit, then productivity increases by 0.980 with the assumption that the stress variable at work (X2) is zero. This positive influence means that the work environment and productivity variables have a unidirectional relationship. If the work environment variable is increasing, it will impact the value of increasing productivity. If the work environment variable decreases, it will also impact the quality of work productivity, which also decreases.

The stress variable at work (X2) negatively affects productivity with a regression coefficient of -0.455, which means that if the workplace stress variable increases by 1 unit, productivity will decrease by 0.455, assuming the work environment variable (X1) is zero. This result shows the opposite relationship and

becomes a negative influence. If the stress variable at work increases, work productivity decreases, and if stress at work decreases, work productivity will increase.

**Partial Test**

Based on the partial t-test calculation of the work environment variable, it can be seen that the significance value of the work environment influence on work productivity is  $0.000 < 0.05$  and the t-count value is  $7.257 > 2.05954$ , which indicates that H0 is rejected and H1 is accepted. So that illustrates that the work environment affects the conditions of employee productivity.

In the partial t-test calculation of the stress variable at work, it can be seen that the significance value of the influence of stress at work on work productivity is  $0.000 < 0.05$  and the t-value  $-0.745 < 2.05954$ , which indicates that H0 is accepted and H1 is rejected, which illustrates that stress at work does not have a positive effect on work productivity.

**Simultaneous Test**

The results of the f test simultaneously can be seen in the table below (table 2), which shows the following results:

Table 2. F Test Result

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3120.210	2	1560.105	65.260	.000 <sup>b</sup>
Residual	597.648	25	23.906		
Total	3717.857	27			

It can be seen that the F value is  $0.000 < 0.05$ , and the calculated F is  $65.260 > F$  table 3.39 shows that  $H_0$  is rejected and  $H_3$  is accepted, which means that the two combined variables, namely the work environment variable, and the workplace stress variable affect the work productivity variable.

Table 3. Coefissien Determinant

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.916 <sup>a</sup>	.839	.826	4.88937

a. Predictors: (Constant), Stress at Work ( $X_2$ ), Work Environment ( $X_1$ )

From the research results, correlation can clearly see that all independent variables affect the dependent variable. The influence given to the work environment variable on work productivity is positive, which means that the higher the value of the work environment variable, the higher the work productivity. In contrast, the stress variable at work on productivity has a negative effect, which means that the higher the value of the stress variable at work, the lower value of work productivity.

## CONCLUSION

Based on the results of research and discussion, the result can see that the equation of multiple linear regression analysis is:

$$Y = 23.060 + 0.980 - 0.455$$

The results of the adjusted R Square test obtained the number 0.839, which means that the variation in the value of the work productivity variable of 83.9% is determined by the work environment and stress in the workplace, the remaining 16.1% is influenced by other variables not participating in this study, such as compensation, motivation, and other things. The results of the partial t-test and simultaneous F show that the

work environment and stress at work significantly affect work productivity.

## Suggestion

Some advice and suggestions are needed to improve the work productivity of employees, as seen from the results of the research above, among others:

1. Create a comfortable work environment
2. Proportional workload
3. Provide training to support the quality of work
4. Maintain good relations between fellow employees and management
5. Other variables may also affect the results, such as compensation, leadership traits, education, training, and several other variables.

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**Level of Effectiveness of Employee Competency Development Plans for Improving the Performance of Education Personnel at The University of Sebelas Maret**

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**ABSTRACT**

*Competency development for employees or human resources is very important for an organization. This is to support employee performance so that their abilities increase. However, there are several problems in the process of improving employee performance. This study aims to describe the effectiveness of the declaration of government programs in the form of filling in data on employee competency development plans (HC DP) towards improving the performance of education staff at Sebelas Maret University. This study uses a type of qualitative research. The data and data sources in this study were derived from interviews with informants, namely education staff with status as civil servants and non-PNS at Sebelas Maret University. Data were analyzed by source triangulation. The analysis technique goes through the stages of data collection, data reduction, data presentation, and drawing conclusions. The research results show that the employee competency improvement program is not effective, which indicates that the education staff at Sebelas Maret University are not interested in developing either their competence or their career.*

**Keywords: Competency Development, Performance Improvement, Performance Effectiveness**



## INTRODUCTION

The development of employee competencies or also human resources in a managerial environment has a significant influence on the effectiveness of employee performance. In the process, employee understanding, competence, and knowledge have an impact that plays a role in the running of a performance (Prayekti, Herawati, Lysander, 2022). In the process, in the 4.0 era, employee competence will also be related to the use of technology. Basically, technology has a strong influence on performance because employees must master technology so that work runs smoothly. Thus, it is necessary to have a learning process to develop self-potential. In addition, it is also necessary to share knowledge with other employees in order to improve individual abilities. Information technology can also share experiences with other employees to improve employee performance (Aristana & Dewi, 2022). However, this has not been effective enough in its implementation due to problems with the ability of employees.

In the process of increasing the competence of employee performance, it is necessary to have qualified competence so that some encouragement is carried out either through motivation so that employees carry out their responsibilities, providing competency training so that abilities can increase, as well as compensation so that employees are more responsible for carrying out their duties and in the form of other forms of motivation (Wydyanto & Mahaputra, 2021). More than that, some education and training is also

provided in order to improve the ability of human resources. Especially in the era of the industrial revolution 4.0 it is very important for employees or human resources to work more competently so that they are not replaced by robots or are not left behind by the latest technology (Rohida, 2018).

This issue is also closely related to the competency development of employees or human resources at Sebelas Maret University (UNS) Surakarta. Education staff at UNS are required to input an employee competency development plan for the next 5 years or a Human Capital Development Plan (HCDP) with a minimum duration of competency development of 20 hours of lessons each year in accordance with Government Regulation Number 11 of 2017 concerning PNS Management article 203 point 4 and Regulation of the State Administrative Institute Number 10 of 2018 concerning Employee Competency Development which is adjusted to the interests and daily work of the employee concerned. To support the success of the HCDP program, UNS allocates a sizeable budget, so that it is hoped that it can support the development of employee potential to become more efficient and effective for the career development of employees and institutions. However, what needs to be considered is the ability and interest of employees to develop the potential of the employees themselves in order to improve the quality of employees who support the main tasks and functions that have been carried out so far. Because the employee's interest in self-potential

development greatly influences the level of effectiveness of the development plan that has been prepared to improve the performance of the employee himself or the institution. However, what needs to be considered is the ability and interest of employees to develop the potential of the employees themselves in order to improve the quality of employees who support the main tasks and functions that have been carried out so far. Because the employee's interest in self-potential development greatly influences the level of effectiveness of the development plan that has been prepared to improve the performance of the employee himself or the institution. However, what needs to be considered is the ability and interest of employees to develop the potential of the employees themselves in order to improve the quality of employees who support the main tasks and functions that have been carried out so far. Because the employee's interest in self-potential development greatly influences the level of effectiveness of the development plan that has been prepared to improve the performance of the employee himself or the institution.

Towards the end of 2021, precisely on December 13, 2021, all Sebelas Maret University education staff are required to complete the Data Requirements and Employee Competency Development Plan (HCDP) for the next 5 years (2022-2026). As the legal basis is the Decree of the Minister of Education and Culture Number 310/M/2021 concerning Guidelines for Compilation of Needs and

Competency Development Plans for Employees of the Ministry of Education and Culture and the Letter of the Secretary General of the Ministry of Education and Culture Number 78136/A.A3/TI.00.02/2021 regarding filling in Data Requirements and Employee Competency Development Plans for 2022- 2026. Against the background that has been described, This study aims to determine the level of effectiveness of the declaration of government programs in the form of filling in data on employee competency development plans or the Human Capital Development Plan (HCDP) towards improving the performance of education staff at Sebelas Maret University. The benefits that will be obtained from the results of this research are used as material for decision-making by university and faculty leaders in determining the amount of budget allocation for employee competency development for future years so that the determined budget allocation can be absorbed and utilized optimally accompanied by an increase in employee performance and employee work productivity so that it is more efficient and effective in achieving the common goals set by the Chancellor of Sebelas Maret University.

## **LITERATURE REVIEW**

Human resource (HR) competency training or development is carried out to hone employees' soft skills and hard skills so that performance runs optimally. Competency-based HR training and development is carried out optimally so that employees master the

competencies for their work (Apriliana & Nawangsari, 2021). Providing training, motivation, and competence will have a positive effect on HR performance so that it will increase employee abilities and performance (Nugroho, 2020). With training, individual abilities will develop so that it will improve performance which has a direct effect on the resulting output.

Employees are the main reference in the development of an organization or company because they are the prime movers so that what employees do will have a big effect (Pfeffer, 1998). In addition, employees work to complete the existing vision and mission so that it will run in a clear direction if it is properly developed (Simon, 1997). Thus, continuity is needed between the company and employees so that organizational goals are achieved. As a result, HR development is so important because it has an impact on career development, talent, performance and employee responsibilities (Labola, 2019).

In improving employee performance, it is necessary to increase organizational effectiveness through human resource training practices (Kareem & Hussein, 2019). Thus, employee competence needs to be improved so that they are able to act in response to complex global challenges so that work can run more effectively and efficiently (Adolph, Tisch, & Metternich, 2014). In order to achieve good performance, HR capabilities also need to be improved so that individual abilities and competencies are built. Admittedly, HR development plays a major role in improving employee performance

with competencies directed in such a way (Hayati & Purwanto, 2020).

Competence can be understood by looking at several components as stated by Seemiller (2016, 93-94). Some of these include: 1) competencies must be identified for each task or role in an effort to establish criteria that will provide direction for individuals to increase their capacity. 2) competence must be measurable. This may require competency acquisition levels or competency mastery criteria. Competence is also defined as knowledge, values, abilities (skills or motivation), and behaviors that contribute to a person's effectiveness in a role or task (Seemiller, 2013).

On the other hand, in the process of improving performance with training, intervention from agencies is needed so that employee competency development can be measured in terms of time, skills, complexity, and resources that are accurate as needed (Mehale, Govender, & Mabaso, 2021). However, often the competency development process has not run optimally and is central to improving employee performance so that there is a gap between existing jobs and available human resources (De Vos, De Hauw, & Willemse, 2015).

Performance is a stage of the results of the process of achieving the work done (Wibowo, 2016). In its implementation, performance can be supported by HR development which will have implications for employee responsibilities and qualified competencies (Vithayaporn, Yong, & Chai, 2021). Thus, there is an influence between self-competence on work motivation and has a good

impact on the performance culture of employees and agencies (Nurasniar, 2022).

Basically, competence, motivation, and work discipline affect employee performance as is the case with the results of research conducted on employees of the Padewawu sub-district, Pamekasan district (Holilah, Chamariyah, & Prasetyo, 2021). This influence cannot be separated from the main basis for improving performance due to qualified competence, constructive motivation, and employee work discipline. One of the efforts to improve performance is to use the stages of ability, motivation, and opportunity (AMO) so that it can be used to manage employee performance through organizing a good work environment and giving employees room to develop (Ong & Mahazan, 2020).

In practice, training is provided to improve employee competency. Career training and development is implemented to improve employee performance. However, several problems arose after the training was provided. One of them is that there are many partial trainings that do not affect the performance of employees or employees. On the other hand, career development has a significant influence on employee performance (Syahputra & Tanjung, 2020). Thus, employee performance can be said to be in an anomaly. Companies or offices want performance improvements based on the training and competencies implemented, but this cannot be achieved because the majority of employees prioritize career development.

If examined further, the performance of employees or

employees is basically influenced by workload, environment, discipline, and job satisfaction. More than that, the dominant influence is more on work motivation and the effect of work compensation (Nugraheni, Pawira, & Mursito, 2022). Employee performance can be formed through good organization from the leadership so as to create a healthy and efficient organizational culture (Ruswulandari, Sudarwati, & Sarsono, 2022).

However, sometimes the training that has been done is also not effective. This is due to the willingness and ability of employees as individuals. The main reasons that become obstacles are generally related to HR competence and lack of individual credibility (Graham & Tarbell, 2006). Especially in the process of digitizing technology, human resources need to learn further so that their performance is maximized. digitalization is a challenge that affects various dimensions (Blanka, Krumay, & Rueckel, 2022). This is of course a big problem. Thus, in-depth research is needed regarding the reasons employees do not want to improve their competence and develop.

In the competency development process for employees that aims to improve performance, training is carried out so as to improve the quality of human resources. In the current era, the required performance is about the ability to operate technology. This is to support effectiveness and efficiency. Thus, employees need to improve performance in order to strengthen a healthy and practical work climate.

## **RESEARCH METHODS**

This study uses a type of qualitative research. The data collection technique uses a purposive sampling technique through interviews or interviews with informants. The data and data sources in this study are educational staff with status as Civil Servants and Non-Civil Servants at Sebelas Maret University. The information extracted is in the form of employee competence in terms of filling in data and performance by the informants. Data analysis techniques use the Miles & Huberman model (2014). With the stages of data collection, data reduction, data presentation, and drawing conclusions or verification. Data validity techniques use books, relevant journal articles, as well as confirmation from sources and applicable laws and regulations.

## **RESEARCH RESULT**

From the results of distributing questionnaires to several faculties within the Sebelas Maret University, it can be concluded that most employees know for sure that there is a budget devoted to the development of education staff but has not been used properly. This is evident that up to the end of semester 1 not many employees have utilized the employee competency development budget. Even though they are aware that the training they attend is very useful to support the improvement of the employee's performance and have a desire to develop. According to the results of distributing the questionnaires, it was concluded that filling in the employee competency development plan (HCDP) data was very effective in improving the

performance of education staff at Sebelas Maret University. However, this is not matched by the absorption of budget allocations to increase the high competency of education staff. This is enough to make researchers confused. On the one hand, these education staff members are aware of the effectiveness of the employee competency development plan that has been prepared, but this is not directly proportional to the use of the provided budget, which will result in low budget absorption at both the faculty and university levels.

The university has also tried to socialize and facilitate the implementation of the educational staff competency development program. This is evidenced by the circulation of letter number: 34/UN.27.45/KP.06/2022 regarding the offer to develop the competence of educational staff which states that if at the faculty level there is no budget available to attend training/certification/competence testing, they can submit it to UPT Resource Development Man. However, this has not been utilized optimally by the education staff at Sebelas Maret University, which has resulted in no visible results of increased performance, quality of service and employee responsibilities.

The ineffectiveness of efforts to increase employee competency within the university environment will not only have an impact on not achieving employee performance but also greatly affect the low absorption of the university budget spent by the university to support the employee competency improvement program. By not absorbing the budget for increasing the competency of the

education staff, it can be concluded that the program planned by the government is not going well or in other words the program is less effective in efforts to improve the performance, services and responsibilities of education staff employees at Sebelas Maret University. The ineffectiveness of the employee competency improvement program indicates that the education staff at Sebelas Maret University have a lack of interest in developing both their competence and their careers. This is very unfortunate because the increase in the achievement of an educational institution is inseparable from the role of education staff as a support system in the ranking of universities both nationally and internationally. How can achievement be achieved if there is no support from the parties involved either directly or indirectly. This is very unfortunate because the increase in the achievement of an educational institution is inseparable from the role of education staff as a support system in the ranking of universities both nationally and internationally. How can achievement be achieved if there is no support from the parties involved either directly or indirectly. This is very unfortunate because the increase in the achievement of an educational institution is inseparable from the role of education staff as a support system in the ranking of universities both nationally and internationally. How can achievement be achieved if there is no support from the parties involved either directly or indirectly. This is very unfortunate because the increase in the achievement of an educational institution is inseparable from the role of education staff as a support system in the ranking of universities both nationally and internationally. How can achievement be achieved if there is no support from the parties involved either directly or indirectly.

In a university, the synergy of all parties, including lecturers, educational staff, and students, is

needed in order to achieve common goals. It is impossible for an achievement to be achieved individually. There is definitely a need for joint work in synergy and integrity.

Employee education and training contributes to increasing organizational productivity, effectiveness and efficiency. Education and training for employees must be provided periodically so that each employee's competence is maintained to improve organizational performance. However, it is very unfortunate that the competency development policy for educational staff has not been effectively utilized by eleven march university education staff in the context of developing employee competencies to improve performance and enhance the career of the employee concerned. The ineffectiveness of efforts to increase employee competency within the university environment will not only have an impact on not achieving employee performance but also greatly affect the low absorption of the university budget spent by the university to support the employee competency improvement program. By not absorbing the budget for increasing the competency of the education staff, it can be concluded that the program planned by the government is not going well or in other words the program is less effective in efforts to improve the performance, services and responsibilities of education staff employees at Sebelas Maret University.

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## **Increasing the Economic Competitiveness of MSMEs in Nusa Tenggara Barat Through The Utilization of Intellectual Property Rights (IPR)**

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### **ABSTRACT**

*Utilization of IPR for MSMEs plays an important role in increasing the economic competitiveness of a business, both individual and legal MSMEs. The problem faced by SMEs is competition in the market. The aim of the research is to determine the increase in the economic competitiveness of Micro, Small and Medium Enterprises (MSMEs in NTB) through the use of Intellectual Property Rights (IPR). This research method is descriptive qualitative. The results of the study show that there are many benefits that can be felt if MSME actors register their IPR products, such as legal protection for these businesses so that other parties cannot use them without the permission of the right owner, because this can hinder the development of MSMEs due to piracy and at the same time act as a stimulus for creativity. society, and increase productivity, the quality and competitiveness of products produced by SMEs in NTB. In addition, the existence of IPR such as product patents will have an effect on increasing the selling price of products because it increases the selling value of products so that they can increase competitiveness in the market.*

**Keywords:** *Competitiveness, Intellectual Property Rights, UMKM*

**PRELIMINARY**

Micro, Small and Medium Enterprises (MSMEs) have an important and strategic role in the structure of the Indonesian economy because they make a large contribution to Gross Domestic Product (61.1%), employment (97.1%), and exports (14.4%) (BI data, May 2022). In addition, MSMEs also have relatively high economic resilience so that they can become a support for small and medium enterprises stability financial system and economy. The number of MSMEs continues to increase from

year to year in almost all regions in Indonesia, including the NTB Province. Based on data from the NTB Provincial Office of Cooperatives and MSMEs, the number of MSMEs in NTB Province in 2021 reached 103,284, an increase of 7.8% compared to 2020. However, the increase in the number of MSMEs is often not matched by the quality and scale of business as reflected in the portion of MSMEs in NTB which are still dominated by the micro scale so that assistance is still needed, especially for MSMEs engaged in superior commodities.

Table.1 Number of MSMEs based on Business Classification and City Districts of NTB Province in 2021 (data.ntbprov.go.id) Data as of July 2021

Kabupaten/Kota	Mikro	Kecil	Menengah	Jumlah
Mataram	15.746	6.194	533	22.473
Kab. Lombok Barat	16.635	-	-	16.635
Kab. Lombok Tengah	309	11	3	323
Kab. Lombok Timur	14.356	6.390	284	21.030
Kab. Lombok Utara	4.820	173	5	4.998
Kab. Sumbawa barat	7.780	49	-	7.829
Sumbawa	5.501	4	3	5.508
Kab. Dompu	2.261	5	4	2.270
Kab. Bima	11.610	-	-	11.610

The data above shows that the development of MSMEs in NTB is quite high, due to the community's economic growth which is getting better after the Covid-19 pandemic. With the power of law through the registration of Intellectual Property Rights (IPR), it is hoped that NTB MSMEs will have the resilience to a market that is always changing and continues to grow in number.

According to Porter (2008), competitiveness is the ability or advantage used to compete in certain markets. This competitiveness is created through continuous development in all lines within the organization, especially in the production sector. If an organization

carries out continuous development it will be able to improve performance. The dimensions of the competitiveness of a company put forward by Muhardi (2007), among others, consist of: Cost, Quality, Delivery and Flexibility.

Intellectual Property is an exclusive right granted by the state to creators, inventors, designers and creators in relation to their creations or intellectual works. MSMEs in NTB in the form of Intellectual Property ownership are divided into two, namely personal ownership and communal ownership. Personal Intellectual Property Rights (IPRs) are IPRs that are fully owned by individuals or groups of individuals

with or without applying for monopoly rights over economic exploitation. Meanwhile, communal IPRs are IPRs that are fully owned by a group of people who live in one place permanently, usually related to community customs and traditions.

Seeing the potential for development, the number of MSMEs continues to grow, especially after the Covid-19 pandemic, making a sizeable contribution to the NTB economy. However, the classic problems that are still faced by MSMEs such as capital, licensing, raw materials, product marketing, financial management and innovation. If someone produces the latest intellectual work, invention or innovation, then that person has the right to get Intellectual Property Rights (IPR). IPR is given by the state to them (inventors, creators, designers, and so on) as a reward for their work as well as to protect the work. So that through the use of IPR it is expected to be able to develop these MSMEs so that they can increase their economic competitiveness.

## LITERATURE REVIEW

### 1. Competitiveness

#### a. Definition of Economic Competitiveness

According to Porter (2008), defines competitiveness as the ability or advantage used to compete in certain markets. This competitiveness is created through continuous development in all lines within the organization, especially in the production sector. If an organization carries out continuous development it will

be able to improve performance. Another definition of competitiveness according to Frinces (2011), is defined as strength or ability and superiority that is built from potential and resources originating from within and outside the organization in a planned and systematic way to fight against the existence of latent or real potential, disrupt, shift and fight and annihilate the position, existence and existence of the party to be rivaled.

Based on the definition above, it can be concluded that competitiveness is the ability or advantage that is used to compete or provide more value to its products compared to its competitors.

#### b. Dimensions of Competitiveness

The dimensions of the competitiveness of a company put forward by Muhardi (2007), among others, consist of:

- 1) *cost*(Cost). The operational competitiveness dimension includes four indicators, namely production costs, labor productivity, use of production capacity and supplies.
- 2) *Quality*(Quality). It is a dimension of competitiveness which is also very important, which includes various indicators including product appearance, product acceptance period, product durability, speed of resolution of consumer

complaints, and product conformity to design specifications.

- 3) *Delivery*(Serving Time). Serving time is a dimension of competitiveness which includes various indicators including production timeliness, reduced production waiting time, and product presentation timeliness.
- 4) *Flexibility*(Flexibility). Is a dimension of competitiveness which includes various indicators including the types of products produced, the speed of adjusting to environmental interests.

## 2. Micro, Small and Medium Enterprises (MSMEs)

According to Rudjito (2003), the definition of Micro, Small and Medium Enterprises (MSMEs) is a business that has an important role in the Indonesian economy, both in terms of the jobs created and in terms of the number of businesses.

In Chapter I Article 1 of Law Number 20 of 2008 concerning Micro, Small and Medium Enterprises (UMKM), what is meant by Micro, Small and Medium Enterprises (UMKM) are:

- 1) Productive businesses owned by individuals and/or individual business entities that meet the criteria for micro-enterprises as regulated in this Law.
- 2) Small business is a productive economic business that stands alone, which is carried out by individuals or business entities that are not subsidiaries or not

branches of companies that are owned, controlled, or become part either directly or indirectly of medium or large businesses that meet the business criteria. small as referred to in this law.

- 3) Medium business is a productive economic business that stands alone, which is carried out by individuals or business entities that are not subsidiaries or branches of companies that are owned, controlled, or become a part, either directly or indirectly, with small businesses or large businesses with total net worth or sales proceeds as regulated in this Law.

Based on the above understanding, it can be concluded that Micro, Small and Medium Enterprises (MSMEs) are a form of productive economic business carried out by Micro, Small and Medium Enterprises.

## 3. Intellectual Property Rights (IPR)

### a. Definition of IPR

According to Peter Mahmud Marzuki (2011), IPR is a right that arises from someone's intellectual work that brings material benefits. Another definition according to Muhammad Djumhana and R. Djubaedillah (2003), Intellectual Property Rights (IPR) as rights originating from human creative activities which are expressed to the general public in various forms, which have benefits and are useful in supporting human life, and also have economic value. .

A Zen Umar Purba (in Anne Gunawati, 2015), argues that Intellectual Property Rights (HKI) are assets that legally give rise to rights and obligations for their owners, just like other assets, for example land with certificates, and ownership of objects moving, attached to the master.

So it can be concluded that Intellectual Property Rights are rights that arise to protect the results of thought and/or someone who produces a product or process that has uses for humans. The right to enjoy economically the results of an intellectual creativity. Objects regulated in IPR include, among others, works that arise or are born due to human intellectual abilities.

Substantively, the notion of IPR can be described as property rights that arise or are born due to human intellectual abilities.

#### **b. Intellectual Property Rights**

Following are the objectives of Intellectual Property Rights in general:

- 1) Providing legal clarity regarding the relationship between property and inventors, creators, designers, owners, users, intermediaries who use it, the area of work for its utilization and those who receive the consequences of using IPR for a certain period of time.
- 2) Giving awards for the success of a business or

effort to create an intellectual work.

- 3) Promote the publication of inventions or creations in the form of IPR documents that are open to the public.
- 4) Stimulate the creation of information transfer efforts through intellectual property and technology transfer through patents.
- 5) Provide protection against the possibility of being copied because of a guarantee from the state that the implementation of intellectual works is only given to those who are entitled.

#### **c. IPR category**

Due to its wide coverage, IPR is divided into two categories, namely copyright and industrial property rights. Copyright is an exclusive right for creators or recipients of rights to announce or reproduce their creations or give permission for it without reducing the restrictions according to applicable law.

Meanwhile, industrial property rights include several rights, including; Patents, Trademarks, Industrial Designs, Layout designs of integrated circuits, Trade Secrets and Plant Varieties.

#### **d. The Important Role of Intellectual Property Rights**

The existence of IPR in fact does not only provide protection for creations. Furthermore, this IPR can be an important part in maintaining a country's industrial excellence.

The hope is that new findings and innovations will emerge that will encourage the industry to compete internationally. Even according to Munaf (2001), in HKI and its implementation challenges, the role of IPR is quite important, such as; first, as a means of trade competition, especially for developed countries so that they can maintain their position in dominating the international market with their goods; secondly, as a means of driving the progress of science and technology with new innovations that can be industrialized; and thirdly as a means of increasing the economic welfare of the community, especially researchers whose findings are industrialized where they can receive rewards in the form of royalties

**e. IPR benefits**

With the existence of IPR, it will certainly bring benefits to many parties, starting from inventors, industry or business sector, to the state. HKI also guarantees legal certainty so as to prevent counterfeiting.

The other benefits of IPR include:

1. For the business world, there is protection against misuse or falsification of intellectual works owned by other parties within the country and abroad. Companies that have been established will get a positive image in competition if they have

legal protection in the field of IPR.

2. For inventors, it can guarantee legal certainty for both individuals and groups and avoid losses due to counterfeiting and fraudulent acts by other parties.
3. For the government, there is a positive image of the government implementing IPR at the WTO level. In addition, there is foreign exchange earnings obtained from HKI registration.
4. There is legal certainty for rights holders in conducting their business without interference from other parties.
5. Rights holders can take legal action both civil and criminal in the event of a violation or imitation.
6. Rights holders can grant permits or licenses to other parties.

**RESEARCH METHODS**

This research is a qualitative descriptive study. Where data analysis in this study was carried out in four stages according to Burhan Bungin (2003), including:

1. Data collection, is the process of collecting data used to support research results.
2. Data reduction is a selection process, focusing on simplifying, transforming raw data that emerges from field notes.
3. Presentation of data is the activity of presenting a set of information in the form of narrative text assisted by metrics, graphs,

networks, tables and charts which aims to sharpen the researcher's understanding of the information obtained.

4. Drawing conclusions is looking for meaning, patterns, explanations, possible configurations, causal flows, and propositions. Conclusions are drawn carefully by verifying in the form of a review of field notes so that the existing data is tested for validation.

## **RESULT**

### **Dimensions of MSME Economic Competitiveness in NTB**

#### **1. Cost**

The role of HKI in economic development is very large. In general, there are several benefits that can be obtained from the IPR system for economic development, namely that it can create a conducive climate for investors, enhancing and protecting IPR will accelerate industrial growth, create new jobs, encourage economic growth, improve the quality of human life that provides the necessities the wider community, especially business actors in NTB, provide legal protection and at the same time act as a stimulus for creativity for the community, as well as increasing productivity, quality and competitiveness of products produced by MSME actors.

The element of competitiveness, which consists of costs, is capital that is absolutely owned by a business, in this case MSMEs in NTB, which includes production financing, labor productivity, utilization of the

company's production capacity and the existence of production reserves or supplies that can be used at any time by the company to support the smooth running of the business.

#### **2. Quality**

Quality plays an important role as one of the dimensions of economic competitiveness, which includes various indicators including product appearance which can be reflected in the product or service design, good product appearance is one that has a simple design but has high selling value, the period of product acceptance is related to the length of time the product can be accepted on the market, the longer the age of the product on the market, the better the quality of the product, the durability of the product, the speed of resolving consumer complaints, and the conformity of the product to design specifications.

So that through the use of IPRs, MSMEs play an important role in increasing the economic competitiveness of a business, both individual and legal MSMEs. This is in line with the opinion of the Head of the HKI Division of Kumham NTB, Mr. Zulhairi, who said that there are actually many advantages if SMEs register their IPR products, such as legal protection so that other parties cannot use them without the rights owner's permission. In addition, he continued, product patents will have the effect of increasing product selling prices because they will increase the selling value of products so that they can increase



competitiveness in the market. IPR registration also plays a role in protecting against acts of piracy that can hinder the development of MSMEs. (Interview, Wednesday, October 12, 2022).

The following is data on MSMEs in NTB who registered their creations or intellectual works at the Regional Office of the Ministry of Law and Human Rights in NTB from 2019 to June 2022, totaling 352 applicants, consisting of 325 individual MSME applicants and 27 legal entity applicants.

Table.2 Data on UMKM Registering Intellectual Property Rights at the Legal and Human Rights Office of West Nusa Tenggara

Tahun	Jenis Usaha	
	Perorangan	Badan Hukum
2019	91	2
2020	53	6
2021	153	8
2022	28 (Masih dalam proses pengajuan sampai dengan per Juni 2022)	11 (Masih dalam proses pengajuan sampai dengan per Juni 2022)
Total	325	27

Sumber: Kanwil KUMHAM NTB

In addition to the data above, there are still dozens of MSMEs, both individuals and legal entities, which are in the process of submitting registration for their creations or intellectual work at the West Nusa Tenggara Ministry of Law and Human Rights Office. In addition, there are also applicants who experience rejection of IPR registration, the main reason being that the registrants have the same dominant or overall trademarks registered on the same type of

goods. Apart from that, another cause of rejection is that the MSMEs use the name of another country which is almost 100% (percent).

### 3. Presentation Time (Delivery)

Serving time is a dimension of competitiveness related to the company's accuracy in carrying out production, reducing production waiting time, and the timeliness of product presentation. These three things are related, the timeliness of product presentation can be affected by the timeliness of production and the length of time waiting for production.

One of the crucial problems faced by MSMEs in NTB is the low level of capital. MSMEs still face obstacles in increasing capital, both for working capital and investment capital. Difficulties in capital issues, lead to fundamental problems that affect the process of innovation and transformation of MSMEs, also impact on difficulties in marketing, especially in terms of market recognition, pricing, negotiation, and distribution and sales channels (Lincoln Arsyad, 2010). In addition, small entrepreneurs in general cannot promote their products through the mass media, because the volume of production income is unable to cover promotion costs. If there are promotional costs, the media chosen are usually inexpensive and cover a narrow area, such as local private radio, flyers, or cars with megaphones. Another quite crucial obstacle is the difficulty of raw materials, especially MSMEs in the processing and manufacturing

sectors. This can occur due to the lack of working capital so that all transactions must be carried out in cash.

On the other hand, production equipment facilities such as quality control, storage warehouses, distribution tools are often not owned by MSME entrepreneurs. As a result of this incomplete equipment it has an impact on the limited number, type and variety of products produced so that the resulting products become static and are no longer able to compete in the market. Various other obstacles that are still often encountered in MSMEs are the low quality of human resources, which is reflected in the lack of development of entrepreneurial behavior, weak regeneration, creativity, discipline, work ethic, and professionalism. So that through the registration of Intellectual Property Rights, it is expected that MSMEs can improve their positive image or added value in competition if they have legal protection and face business competition both domestically and abroad.

#### **4. Flexibility**

Flexibility is the competitiveness of operations which includes various indicators including the types of products produced, the speed of adjusting to market needs. So that the market never sleeps, demanding that MSMEs continue to innovate according to market demand. Challenges for the development of MSMEs, namely: 1. Increasingly tight competition in the domestic market, especially for MSMEs in

NTB so that they can compete in the domestic and international markets. 2. Maintaining the competitiveness of MSMEs as a creative industry with product design and quality through science and technology and entrepreneurship applications. 3. The government is not biased in taking action to intervene to protect MSMEs, either through subsidies or other protection, especially through the use of IPR so that MSMEs have the power to legally compete in their markets.

The following are the requirements for registering IPR through the Regional Office of the Ministry of Law and Human Rights in West Nusa Tenggara, as follows:

#### **1. Brand ([brand.dgip.go.id](http://brand.dgip.go.id))**

Requirements:

##### **a. General/Individual**

- 1) Applicant's Name, Address, Email Address and Mobile Number
- 2) Photocopy of the applicant's KTP (1 sheet)
- 3) Example of brand logo according to color, minimum 2 x 2 cm, maximum 9 x 9 cm (1 sheet)
- 4) Applicant's signature on blank paper (1 sheet)
- 5) Social media names: Whatsapp, Instagram and FB numbers

##### **b. MSMEs**

- 1) Photocopy of the applicant's KTP (1 sheet)
- 2) Example of brand logo according to color, minimum 2 x 2 cm, maximum 9 x 9 cm (1 sheet)
- 3) Applicant's signature on

blank paper (1 sheet)

- 4) SME certificate/recommendation from the Department of Industry and Trade (downloaded at merk.dgip.go.id)

- 5) SME statement letter 10,000 stamp duty (downloaded at merk.dgip.go.id)

- 6) Social media names: Whatsapp, Instagram and FB numbers

c. Legal entity

- 1) Photocopy of the applicant's KTP (1 sheet)

- 2) Example of brand logo according to color, minimum 2 x 2 cm, maximum 9 x 9 cm (1 sheet)

- 3) Applicant's signature on blank paper (1 sheet)

- 4) Photocopy of deed of legal entity establishment

- 5) Social media names: No Whatsapp, Instagram and FB

**2. Industrial Design-  
designindustri.dgip.go.id**

Requirements for General/UMKM/ Business Entity:

- 1) Industrial Design Drawings;
- 2) Industrial Design Description;
- 3) Industrial Design Ownership Statement;
- 4) Power of Attorney (if submitted through a consultant);
- 5) Statement of Transfer of Rights (if the applicant and designer are different);
- 6) UMK Certificate (if the applicant is a micro or small business);
- 7) SK Deed of Establishment (if the applicant is a government educational or R&D

institution);

**3. Copyright (e-  
hakcipta.dgip.go.id)**

General requirements):

- 1) An application for the registration of a work can only be submitted for one work

- 2) Statement of ownership of creation

- 3) Photocopy of KTP/Passport

- 4) Scan of Individual/Company NPWP

- 5) Attach a power of attorney if submitted by a power of attorney

- 6) Include the names of the applicants if submitted by more than one person by specifying only one address

- 7) Attach proof of transfer of rights if the creation experiences a transfer of rights

- 8) Attach a sample of the work being requested for registration or its replacement

- 9) UMK Certificate (downloaded at e-hakcipta.dgip.go.id)

**4. Patent(patent.dgip.go.id)**

General requirements)

- 1) Description of the Patent Application in Indonesian;

- 2) Claim;

- 3) Abstract;

- 4) Image of Invention (PDF) and Image for Publication (JPG);

- 5) Statement of Invention Ownership by the Inventor;

- 6) Letter of Transfer of Rights (if the inventor and applicant are different or the applicant is a legal entity);

- 7) Power of Attorney (if submitted through a consultant);

- 8) UMK Certificate (if the applicant is a micro or small business);

- 9) SK Deed of Establishment (if the applicant is a government educational or R&D institution).

### **CONCLUSION**

The use of IPR for MSMEs plays an important role in increasing the economic competitiveness of a business, both individual and legal MSMEs. Many advantages can be felt if MSME actors register their product IPR, such as legal protection for the business so that it cannot be used by other parties without the permission of the right owner, because this can hinder the development of MSMEs due to piracy and at the same time act as a stimulus for creativity for the community, as well as increase productivity, quality and competitiveness of products produced by SMEs in NTB. In addition, the existence of IPR such as product patents will have the effect of increasing the selling price of the product because it increases the selling value of the product so that it can increase competitiveness in the market.

### **Suggestion**

The need for more vigorous socialization in the future, both from the local government and related agencies for the registration of Intellectual Property Rights for business actors, especially MSMEs in NTB, in order to enhance a positive image or added value for MSMEs in market competition. Because if they have legal protection, MSME actors can face business competition both domestically and abroad, from things such as piracy of rights that can hinder the development of these MSMEs.

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## **The Influence of Creativity and Innovative Behavior on Employee Performance at Warung Muncang Puppet Center Bandung**

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### **ABSTRACT**

*Economic growth in Indonesia from year to year is increasingly showing a positive direction. This development has driven the business world, one of which is the emergence of small and medium-sized industries. So to support the development of the industry, business people who have creativity and innovative behavior are needed to do various ways in order to compete and be able to meet changing market needs. This study aims to determine how the influence of creativity and innovative behavior on employee performance at the Warung Muncang Puppet Center Bandung. The methodology that the author uses is descriptive and verification method with the population taken for this research is 32 business people employees and at the same time become the research sample. While the analytical method used in this study is multiple linear regression analysis at a significance level of 5%. The program used in analyzing the data uses the Statistical Package for Social Sciences (SPSS) Ver.27.00. The results showed that there was an influence of creativity and innovative behavior on employee performance at the Warung Muncang Puppet Center Bandung. Creativity and innovative behavior can contribute to employee performance by 77.3%.*

**Keywords: Creativity, Innovative behavior, Employee performance**

## INTRODUCTION

MSME is an organization that manages an organization, one of which is the concern of human resources, namely employees because it is a determinant of the success of performance in an MSME. Based on data from the Ministry of Cooperatives and Small and Medium Enterprises (Kemenkop UKM) in March 2021, the number of MSMEs reached 64.2 million. The success of an MSME is strongly influenced by the individual performance of its employees. Individual employee performance is one of the most important in an MSME to achieve goals.

The growth of MSMEs will of course increase competition among micro, small and medium enterprises. The tight competition between MSMEs makes business actors have to try to do new things that are able to have the competitiveness to survive, be more advanced and differentiate them from competitors. For this reason, entrepreneurs must have creativity and innovation behavior. But in reality, the innovative work behavior of small entrepreneurs is still limited and rarely carried out in an effort to run MSMEs. The government has stipulated Government Regulation Number 24 of 2022 concerning Implementing Regulations of Law Number 24 of 2019 concerning the Creative Economy on July 12, 2022. Sedyastuti (2018), thinks that the limited innovative work behavior causes problems such as the low quality of human resources working in the sector. SMEs, low productivity and quality of goods produced, lack of creativity, lack of innovation, low

understanding of entrepreneurial orientation and market orientation. Humans as individuals have a role to find new ideas or ideas which are then developed and modified into an innovation that can be applied. Innovation is an effort that can be made by individuals, groups, or organizations to pay more attention to the needs and desires of customers in accordance with the changes that occur. By having innovative work behavior, MSME owners can maintain their business in the midst of a crisis or intense competition (Sulistiyani & Azizah, 2017).

Innovative work behavior begins with innovation that comes from planning and which effectively introduces the process of change in the organization. Innovation is increasingly recognized as a resource for businesses to achieve a sustainable competitive advantage in the face of a rapidly changing business environment. Innovations that are specifically displayed by individuals in an organization or company are called innovative work behaviors (Tjosvold et al., 2004). High innovation will increase the company's ability to create quality products. Innovation is useful as a tool to improve a person's performance and efficiency, as long as the worker considers that the innovative work behavior that is carried out will have a positive impact on his performance (Cingoz & Akdogan, 2011).

There are several factors that influence innovative work behavior, namely, organizational commitment and psychological capital (Li & Zheng, 2014), team climate inventory, learning orientation,

organizational support, and transformational leadership (Chatchawan, et al., 2017), happiness at work, organizational climate, affective commitment, and transformational leadership (Bawuro et al., 2018), ethical leadership (Yidong & Xinxin, 2012), organizational learning, knowledge sharing, and organizational commitment (Fauzia et al., 2017) and individual characteristics (Fauzia et al., 2017) and individual characteristics (Voo et al., 2019). Knowledge sharing, intellectual stimulation and intrinsic motivation (Soffiq & Kassim, 2019). However, according to Li & Zheng (2014) there is still very limited research on individual factors that influence innovation work behavior.

One of the places that produces a lot of cheap doll accessories is the doll center in the city of Bandung, which is located in the Warung Muncang area, Bandung Kulon. The doll center, which has been around since 1994 and produces and sells a lot at home, offers direct purchases on the spot at low prices, both individually and in packages. This center still survives and is still visited by many customers who want to buy doll products, be it local residents or tourists who are visiting the city of Bandung. Although there are many doll shop competitors who sell it with a more modern concept and have a strategic location, the business actors at the Warung Muncang Doll Center can still compete.

Business performance is an important factor that affects the stability of the productivity of making dolls at the Warung Muncang Doll Center. Business performance is a

display of the extent to which the company has achieved its results with tasks that have been carried out in a complete condition for the company within a certain period of time, with results or achievements that are influenced by the company's operational activities and in line with utilizing available resources towards organizational complexity. (Helfert in Veithzal and Poncho, 2017).

The results of the pre-survey on 30 respondents showed that the business performance of the MSME actors at the Warung Muncang Puppet Center had not been successful on some of the indicators. This phenomenon awakens business actors to be able to seek breakthroughs for new creative ideas in order to gain more market share. An important aspect to be able to win the competition lies in the company's capability to be able to create something new. In general, most customers will buy dolls that have more value. At the Warung Muncang Puppet Center, to be able to continue to develop in the future, new ideas are needed and must be brave to take breakthroughs. So that it will make the business have its own strategy in its operation. The results of the pre-survey on 30 respondents stated that when a new doll character appeared, business actors did not dare to rely on their employees for the initiative to make products with their knowledge because they still chose to imitate large-scale manufacturers as an example of producing the new doll character. This shows that the entrepreneurial creativity of the MSME Sentra Puppet Warung Muncang company has not implemented creativity in its

business.

Based on this background, the identification of the problem in this study is how the influence of creativity and innovative behavior on employee performance.

**RESEARCH METHODS**

The research method used is a

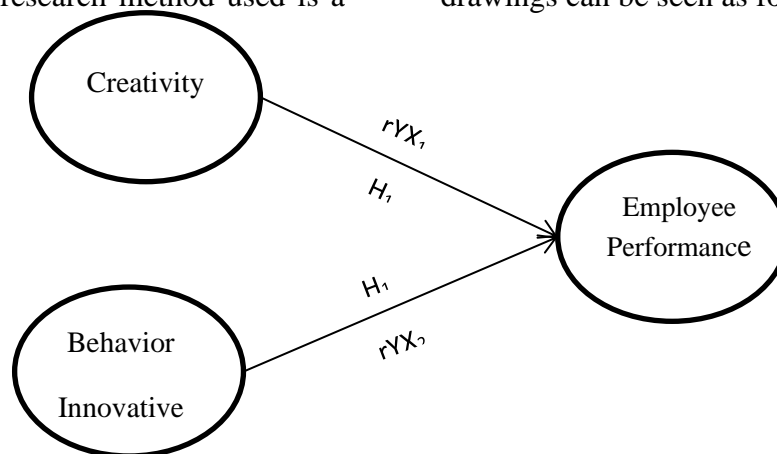


Figure 1. Research Design

The research population was taken from the number of employees as many as 32 people so that the number of samples taken was the whole of the research population. The instrument in this study is a questionnaire for each of the research variables that have been operationalized. The data analysis requirements testing technique used data validity analysis, data reliability, data normality and data linearity.

**RESULTS AND DISCUSSION**

Based on the results of data collection, gender characteristics, the majority in this study were male as many as 26 respondents (81%). Furthermore, for the latest educational characteristics, the

quantitative research design with associative type. The data analysis technique uses multiple regression analysis, correlations product moment analysis, multiple correlation analysis, analysis of the coefficient of determination (Sugiyono, 2019). Visually, the research design drawings can be seen as follows:

majority of employees have an undergraduate education as many as 23 respondents (72%). while the characteristics of long working 1-5 years as many as 25 respondents (78%).

**Validity and Reliability Test**

Based on the validity test on the variables of creativity and innovative behavior and the performance of the employee, it meets the validity criteria, namely the calculated r value > the r table value. Reliability tests can be carried out together on all questions for more than one variable. The results of reliability testing for the variables of recruitment, selection, employee performance are as follows:



Table 1. Reliability Test

Variabel	Cronbach's Alpha	Cronbach's Alpha Based	
		on Standardized	N of Items
Creativity	,943	,962	6
Behavior Innovative	,921	,971	8
Employee Performance	,980	,982	10

**Normality test**

The results of the normality test

using the Kolmogorov Smirnov test are as follows:

Table 2. Normality Test

**Test One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		32
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	,41096709
Most Extreme Differences	Absolute	,165
	Positive	,165
	Negative	-,075
Kolmogorov-Smirnov Z		,921
Asymp. Sig. (2-tailed)		,201

Source: SPSS Output Results

The value of Kolmogorov Smirnov is 0.921 with a significance value of 0.201. Because the significance value generated by Kolmogorov Smirnov is more than 0.05 or 5% (the real level of research significance) is (0.201 > 0.05), it can be concluded that Ho is accepted or the residual data is normally distributed, in other words the

regression model is feasible. used because it meets the assumption of normality or the data is normally distributed.

**Multiple Linear Regression Analysis**

Below will present the results of multiple linear regression analysis as follows:

Table 3. Multiple Linear Regression

Model	Coefficients <sup>a</sup>				
	Unstandardized		Standardized	t	Sig.
	B	Std. Error	Coefficients Beta		
(Constant)	,023	,311		,126	,520
1 Creativity	,256	,221	,321	3,138	,001
Behavior Innovative	,586	,112	,613	5,723	,000

Source: SPSS Output Results

The regression equation model that is formed based on the results of the analysis is  $Y = 0.023 + 0.256 X_1 + 0.586 X_2$

**F Model Testing**

The F test is a model feasibility test (goodness of fit) that must be

carried out in multiple linear regression analysis. Below will be presented the results of simultaneous hypothesis testing using multiple linear regression analysis, namely as follows:

Table 4. Hypothesis Testing

ANOVA <sup>b</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	15,534	2	9,767	32,418	,000a
Residual	4,742	30	,172		
Total	22,277	32			

Source: SPSS Output Results

Based on the results of testing the hypothesis (f test) above, the significance value of the regression model simultaneously is 0.000, this value is smaller than the significance level of 0.05 (5%), which is 0.000 <0.05. it can be concluded that this model test is feasible to be used in research.

**Coefficient of Determination**

The results of the determination coefficient test are presented as follows:

Table 5. Coefficient of Simultaneous Determination

Model Summary <sup>b</sup>			
Model	R	R Square	Adjusted R Square
1	,855a	,731	,745

Source: SPSS Output Results

Based on the results of the determination coefficient test above, it shows that the R2 value is 0.731 which means that the variability of the dependent variable, namely employee performance which can be explained by the independent variable, namely the creativity and innovative behavior variables in this study is 73.1%, while the rest is 26. 9% is explained by other variables outside the research model.

**Partial Hypothesis Testing (t Test)**

This test basically aims to show how far the influence of one independent variable individually in explaining the dependent variable. Based on the results of the t-test (partial) in the regression model, the significance value of the creativity

variable was 0.001 <0.05. Meanwhile, the significance value of the innovative behavior variable is 0.000 <0.05, so it can be concluded that H1 and H2 are accepted.

**The Effect of Creativity on Employee Performance**

Based on the results of the t-test (partial) in the regression model, the significance value of the creativity variable was 0.001 <0.05 (significant level of research). it can be concluded that H1 is accepted. This shows that creativity has a significant effect on employee performance. The results of this study are supported by the theoretical basis in the previous discussion which (Makmur and Rohana Thahier, 2015) creativity is a form of reasoning process in order to provide an understanding of thinking and acting activities to humans so as to produce something useful in human life as a member of a particular community. previous research by Dama and Ogi (2018), which showed that creativity had a significant effect on employee performance. Perfection of creativity such as a creative person, giving encouragement, even increasing skills and abilities will improve and improve employee performance. If in a company a leader or co-worker who always gives encouragement or encouragement to subordinates or other co-workers in any form, so that one's creativity will increase and be realized in a job, the performance of the employee itself will increase and also the productivity

of the company. will also increase

### **The Influence of Innovative Behavior on Employee Performance**

Based on the research results show that innovative behavior has a significant effect on employee performance. The results of this study are supported in accordance with the concept of innovative behavior (Pramadani and Fajrianti, 2012) that innovative behavior is an individual action that leads to the emergence, introduction, and application of something new and profitable which significantly increases individual efficiency and effectiveness, in organizational contexts such as as in the Muncang puppet center, the efficiency and effectiveness of individuals are needed within the organization to improve organizational performance through individual internal factors, namely personality types and individual styles in solving problems and external factors, namely leadership within the organization that can change a person's behavior from the invisible to the visible, support for innovation is not only support from people in the organization, demands in work, and psychological climate, it shows how the organizational environment is prepared and interpreted by each member of the organization. The results of this study are also in line with the results of the study (Hadi, Putra and Rahayu Mardikaningsih, 2020).

### **CONCLUSION AND SUGGESTION**

#### **1. Conclusion**

Based on the research results, the conclusions are as

follows:

- a. Based on the results of the study showed that creativity has an effect on employee performance.
- b. Based on the research results show that innovative behavior affects employee performance).

#### **2. Suggestion**

The suggestions that researchers can convey based on the results of research that have been carried out are that it is necessary to provide encouragement in the form of motivation and create a conducive working atmosphere so that the administrators can increase their creativity through the organizational environment, leadership, organizational culture and organizational capabilities as factors that influence creativity. Judging from the results of the study that innovative behavior has very little relationship to the performance of the management, therefore it is necessary to improve the innovative behavior of the management through the provision of competent resources to realize new ideas and create training programs, especially training in utilizing developments in information technology and technology. communication and benchmarking with centers in the same sector.

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## **Building an Environmentally Friendly Work Culture in Government Agencies Offices**

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### **ABSTRACT**

*Building an environmentally friendly work culture is a form of contribution to environmental conservation through employee activities at work. The research aims to explore how to build an environmentally friendly work culture in government agency offices. This research is an exploratory qualitative research. The research informants consisted of six government employees or state civil servants who served in three government agency offices in three districts/cities in Central Java. The results of the exploration in this study are five things that are done in building an environmentally friendly work culture in government agency offices. First, compiling and implementing policy tools on environmentally friendly behavior in government agency offices. Second, strengthening the leadership's commitment and example in being environmentally friendly. Third, implementing various environmentally friendly programs and actions in the office, in the context of empowering and involving state civil servants in the office. Fourth, utilization of environmentally friendly office technology, and fifth, conducting socialization and training (education) on an environmentally friendly work culture to state civil servants.*

**Keywords: Work Culture, Environmentally Friendly, Office, Government Agencies**

## INTRODUCTION

Climate change is a serious global problem that poses many risks to the environment and people. This has become the world's attention, as evidenced by the agreement on the Sustainable Development Goals (SDGs), which is a global action plan agreed upon by world leaders, including Indonesia, to end poverty, reduce inequality and protect the environment. The SDGs contain 17 Goals and 169 Targets that are expected to be achieved by 2030. One of the pillars agreed upon is the pillar of environmental conservation. Although human activities are cited as a major cause of climate change and organizations significantly contribute to climate change, research examining green culture or behavior in the workplace is scarce. Human activity in the workplace has negative potential in environmental preservation. Therefore, an effort is needed to minimize the impact on the environment from human activities in the workplace. One effort that can be developed and developed is an environmentally friendly work culture in the workplace.

Many people do not realize that the success of a work that is rooted in these values begins with customs, habits, religion and other rules, becomes beliefs and then becomes a habit in people's behavior in carrying out the work. The values that have become a habit are called culture. Because culture is associated with higher levels of work quality, it is called work culture, both within and outside the organization (Pattipawae, 2011). Work culture is a view of life as values and traits, habits that recognize social morals and

behavioral norms that are based on belief in one's abilities and priorities (Widodo, 2020).

The development of an environmentally friendly work culture certainly needs to be carried out at all levels of world society. Including the development of an environmentally friendly work culture among government employees, in this case the State Civil Apparatus (ASN). ASN is a profession for civil servants and government employees with work agreements who work in government agencies. State civil servants who work in government agencies and public services certainly have a great moral responsibility to contribute to environmental conservation. The form of their contribution is in developing an environmentally friendly work culture in the agencies where they work.

Research on the work culture of government employees or the State Civil Apparatus (ASN) has been carried out quite a lot. Research on work culture related to other variables such as motivation, work discipline, productivity and employee performance is carried out in an explanatory way with a quantitative approach that has been carried out by several previous researchers (Adha et al., 2019; Hutajulu et al., 2021; Joni & Parella, 2020; Nur & Syam, 2020; Sedarmayanti & Rahadian, 2018; Wibawanto et al., 2021). While research on work culture in ASN is carried out using a descriptive quantitative approach, it has also been carried out by several researchers (Frinaldi, 2014; Taufiq et al., 2019). Research on work culture among State Civil Apparatuses with a

descriptive qualitative approach has also been carried out by Purnamasari (2015) and Maulina et al., (2020). From this argument it appears that previous studies have been carried out in the study of the work culture of the State Civil Apparatus (ASN) relating to their professional behavior. However, the study of the work culture of the State Civil Apparatus (ASN) in relation to an environmentally friendly culture has never been carried out by previous researchers.

Research on eco-friendly culture has been carried out quite a lot by previous researchers but in the context of community members (Hartono, 2013), students and educational institutions or schools (Melo et al., 2019; Meyer, 2015; Permana & Ulfatin, 2018; Rachman & Maryani, 2018; Rostini & Yani, 2019; Siswanto et al., 2019; Warju & Soenarto, 2017), and company (Manika et al., 2015; Norton et al., 2015; Tezel & Giritli, 2019; Ture & Ganesh, 2018; Yuriev et al., 2020). While research on environmentally friendly culture in government agencies has not been carried out by previous researchers.

Based on initial observations of the State Civil Apparatus (ASN) in government offices, it appears that they do not yet have good environmentally friendly behavior. This is shown by the fact that there are still many State Civil Apparatuses (ASN) who smoke in the office environment. In addition, there is still a lot of office waste production. The results of these observations are an indication of behavior that is not environmentally friendly towards employees in government agencies.

Environmentally friendly awareness and behavior has not yet become a work culture. However, efforts to build an environmentally friendly work culture have actually been carried out in several government agency offices, especially at the Environmental Services in districts/cities in Central Java.

Based on the results of previous research and the results of initial observations, the formulation of the research problem is what is the strategy for building an environmentally friendly culture in government agency offices? Meanwhile, the purpose of this research is to explore strategies for building an environmentally friendly work culture in government agency offices?

The theoretical benefit of this research is to support the theories and results of previous research on building an environmentally friendly work culture in the workplace. While the practical benefit is to provide a reference for the leadership and management of public service offices in an effort to develop and build an environmentally friendly work culture for office employees of government agencies.

## **RESEARCH METHODS**

This type of research is exploratory research with a descriptive qualitative approach. The observation unit was carried out in three district/city government offices in Central Java. The data collection technique was through in-depth interviews with six research informants, who were heads of government agencies and staff of the State Civil Apparatus (ASN). The



unit of observation for this study was government agencies, in this case the City of Magelang Environmental Service (Informants A1 and A2), Surakarta City Environment Service (Informants B1 and B2), and Kudus Regency Environmental Service (Informants C1 and C2). The reason why the observation unit was carried out at the district/city Environmental Service office is because the Environmental Service is an agency that has duties in the area of environmental conservation.

Data processing techniques use qualitative data processing techniques which include: First, data reduction, which is simplification, classification, and removing unnecessary data in such a way that the data can produce meaningful information and facilitate drawing conclusions. The second stage, the presentation of data is an activity when a set of data is arranged systematically and is easy to understand, so as to provide the possibility of drawing conclusions. The form of presentation of qualitative data can be in the form of narrative text (in the form of field notes), matrices, graphs or charts. The third is drawing conclusions and verifying data, which is the final stage in qualitative data analysis techniques which is carried out by looking at the results of data reduction still referring to the analysis objectives to be achieved.

## RESULTS AND DISCUSSION

To obtain data and information about how processes or activities are carried out in order to build an environmentally friendly work culture in government agency offices, in-depth interviews were conducted

with a number of research informants from three district/city government offices in Central Java. Presentation of results and discussion grouped based on exploration findings which include five steps or efforts made in the framework of building an environmentally friendly work culture, namely:

First, Develop and implement policy tools on environmentally friendly behavior in government agency offices.

These findings were obtained from interviews with several research informants. Informant A1 stated that:

*"Usually from circular letters, from the mayor, it is shared with OPD. If it is more technical in nature, then we will make a guardianship, for example regarding a Perwali on B3 waste, for example, regarding environmental permits, permits regarding liquid waste management, regarding solid waste."*

Informant A1's statement, continued and further clarified by Informant A2, stated that:

*"This is a policy from the Ministry of Environment, so if we have a meeting like this the snacks don't use cardboard anymore, yes, we go back to the old days, this also uses tea in a glass. So it's paperless, reducing the use of cardboard. So we also usually have paperless meeting materials, we are given flash drives. Not hardcopy like this. So it's in pdf, word, basically soft files. So that's one way to reduce waste so that the office also has less waste."*

In line with the statements of Informant A1 and Informant A2,

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regarding the role of regulation in building an environmentally friendly work culture, Informant B1 stated

*"The first thing we need is a guide, I see. So what sort of rule guide will the green office do next? Then what's the guide? For example, for energy saving, the guideline is that the main thing is to replace energy-efficient lamps, reduce it first, use enough air conditioning at a certain temperature, then use air ventilation...."*

Still related to the role of rules and policies in building an environmentally friendly work culture, Informant C2 stated:

*"Actually, the important thing is that there are rules, as a reference. In the future, it is hoped that for permits there will be certification, the same for certification for green buildings, but because there is no regulation from the regency regarding this matter, it cannot be implemented yet."*

From several statements of research informants, it can be concluded that in building an environmentally friendly work culture in government agency offices a clear policy is needed. The policy can be in the form of regional leadership regulations, guidelines, or something else. The results of this interview are in line with several previous studies related to the need for regulations or policies to change people's behavior. Studies on the impact of implementing policies on behavior or culture in the school context are carried out by Solihuddin (2013) and Qisthi & Rahmadiyah (2018). Meanwhile research Tanan et al. (2021) The results show that there is an impact of implementing a policy

on human behavior in an environmentally friendly manner. Studies on the positive impact on behavior change after the implementation of a policy are also carried out by several researchers (Ferdik & Nasution, 2020; King, 2017; Maunah, 2016).

**Second,** Strengthening leadership commitment and exemplary behavior in environmentally friendly behavior. In building an environmentally friendly work culture in government agency offices, commitment and exemplary leadership are needed. This can be seen from the results of the interview where Informant B1 stated:

*"The commitment from the mayor can become a rule for each agency, maybe this is our next stage, OK? Then when all related SKPD heads comply with the instructions from the mayor.*

*.... Oh yes, like in the city hall it has been implemented maybe the guardian was originally a smoker, but in the city hall he proclaimed that the city hall is smoke free so yes he himself has to be an example.*

Then Informant B1 continued with the statement:

*".... because of the example there, so if the leader wants to smoke in secret, we'll see, wow, that's just the leader like that, how about that. So the subordinates actually join in, not hide and seek anymore, but openly. "*

Informant B1's statement, clarified by the statement of Informant B2 which stated that:

*"But the commitment is already there. So this needs to be done at the employee's personal level,*

*because if not, it won't work. Because indeed the character earlier, the character was too late to be formed."*

From the results of these interviews, it can be understood that the commitment and example of a leader is necessary in building a work culture in government offices. The role of leadership determines how the behavior of the employees they lead. The results of this study are in line with the results of previous studies. In connection with the leadership's role in building an environmentally friendly work culture, Xing & Starik (2017) mentions that leadership behavior can affect employees' environmental beliefs and their green behavior. This statement is also supported by research conducted by Lou (2019) who concludes that leadership factors are related to employees' environmentally friendly behavior. Hatta (2020) through a research suggests that the role of leadership is very influential in the management of natural resources and the environment. Research that examines the relationship between leadership commitment and environmentally friendly attitudes and behavior has also been carried out by several researchers (Ahmad et al., 2021; Kutzschbach et al., 2021; Paillé et al., 2019; Piovani, 2017).

**Third,** Carry out various environmentally friendly programs and actions in the office, in the context of empowering and involving state civil servants (ASN) in the office. In an effort to build an environmentally friendly work culture in government agency offices, various activities are needed that

directly involve employees in activities or actions with an environmentally friendly concept. This is evident from the results of interviews with research informants. Regarding environmentally friendly activities, Informant A1 stated:

*"In our office, we are given a reward, but that's in the name of the trash bank. Being a garbage bank, he certainly gets results from it, so who wins the most collectors.... Again, I forgot that in our office there is a water reservoir, rainwater, so we collect the rainwater to water the plants. Actually, in the old office, all of us were complete."*

Furthermore, Informant B1 also stated that:

*"The task of our team in the cluster at OPD includes saving electricity, so later we will check if there is an electricity coordinator so later if we want to go home, we will check them one by one, whether they have died or not, it's Pak Parno who is in the general staffing section. There are also savings for monitoring the phone. If someone uses it for personal purposes, you are usually not allowed to. For the use of water, there must be a sticker above the water faucets, so we must immediately be on alert not to let it flow all the time."*

Continuing the statement of Informant B1, Informant B2 stated:

*"Solar cells exist, we use solar cells for the lights in the garden. But for the street lights it is the PU policy, the PJU part. There used to be a study about how we could save so much when we used LED lights, there was a meter and we also made a fuss with PLN."*

Still related to environmentally friendly actions in government agency offices, Informant C1 stated:

*"Want to add too, including for solar cells, we used to have the LH over there, across the road already using solar cells. Only the LH office until now. Infiltration water wells, biopores, including for the green house are also all there..."*

*....So all of our offices are required to come for the selection of green and clean according to the criteria that have been included in the green office. So the implementation of each office has indeed been carried out. There are many main indicators and they only pay attention to cleanliness issues, but after there is guidance."*

Then Informant C2 stated that:

*"...the acceptance is held once a year. For example, there will be a commemoration on August 17th, so the LH office will make an announcement in public. So the bad ones will feel alone. What is related to the culture that refers to the green office is the Ministerial Regulation, right? Frankly, we*

*haven't referred to these regulations."*

Informant C1 again stated that:

*"Yesterday we attended a meeting in the province, from ESDM it was about energy saving, so there it is for energy and water savings, there is a program to conduct an energy audit program. The energy audit is ideally every 6 months, monitoring. So monitoring the use of electricity, water. So to check the electricity that was used in the last 3 months, has there been a decrease or not, water too, then yesterday there was also an administrator from Semarang. It is indeed good for energy saving for electricity and water."*

From the results of the interviews, it was concluded that building an environmentally friendly work culture can be done by involving and empowering employees through various actions or activities. Some of these actions are presented in table 1 below:

Table 1. Environmentally friendly actions/activities in the context of empowering and involving employees in the office

No	Action/Activity
1	Carry out actions to save electricity in government offices and use environmentally friendly energy (solar cells).
2	Carry out an electrical energy audit.
3	Application and assessment of the concept of environmentally friendly buildings for government offices.
4	Carry out actions to reduce office waste with reduce, reuse and recycle programs.
5	Implementation of the eco-office program in order to realize paperless in government agency offices.
6	Expand the smoke-free area in the government office environment.
7	Take action to save clean water usage in government offices.
8	Carry out competitions in environmentally friendly behavior in the office and provide rewards.

Table 1 above shows several actions or activities in the context of

empowering and involving employees in environmentally

friendly behavior in the office. Empowerment and involvement can be done by initiating and implementing various environmentally friendly programs. These findings are certainly in line with and support previous studies. In an effort to build an environmentally friendly culture in government agency offices, supporting activities are needed in the form of energy saving actions (Kurdish, 2016; Umanailo et al., 2018). This action needs to be manifested in behavior and systems or utilizing energy saving technology. In terms of utilizing energy-saving technology, a study on planning the installation of air conditioners in a six-floor office building in Jakarta uses a VRF (Variable Refrigerant Flow) system with technology that has been equipped with a CPU and inverter compressor and has been proven to be reliable, energy efficient (Putra & Abrar, 2017). In addition to energy saving actions, it is also necessary to carry out an energy audit to evaluate and control the use of electrical energy. Application and assessment of the concept of environmentally friendly buildings (Green building) also needs to be done. Green building is an environmentally friendly building concept that has received special attention in various countries and has begun to be implemented in Indonesia (Darmanto & Wiguna, 2013). Actions for reducing and managing office waste also need to be carried out in order to build an environmentally friendly culture in government offices (Aziz & Febriardy, 2016; Shochib, 2017). In addition, actions to save clean water in the office also need to be carried

out in the context of conserving water resources (Purnomo, 2021; Yudo, 2018).

**Fourth,** Utilization of environmentally friendly office technology. In an effort to build an environmentally friendly work culture, it is necessary to implement various technologies with an environmentally friendly concept. This is evident from the results of interviews with research informants. Informant A1 suggested that

*"For information on the meeting, we have used the WA group, if there is an invitation, one is photographed and then shared with friends so there is no need to reproduce it. We've done days like that when there are shares and ordered to pass, that's all it's done. Then another concrete example, even though this is a city policy, it is also implemented in our institution, which is called e-planning, budgeting."*

Meanwhile Informant C1 also argued that:

*"Regarding online, we are already using the WA group, if online correspondence is official yet, if online use an application from the district for example."*

Informant C2 further stated that:

*"There are also quite a lot of applications here, including for planning, e-planning, related to employee performance e-performance, related to reporting, this will only be reported via online. Finance also has applications, lots of them, sir. It handles a lot of people."*

The results of the interviews understood that in order to build an

environmentally friendly work culture, it is necessary to apply and optimize various environmentally friendly information technologies that

can be used in completing work. Some of the information technology used in government agency offices is presented in table 2 below:

Table 2. Actions/activities in implementing environmentally friendly technology in offices

No	Actions / Activities
1	Optimizing the use of communication technology, for example Whatapps, email and others
2	Implementation of the E-Office System for managing electronic correspondence and filing.
3	Development, development and optimization of E-Government applications in government activities and services.
4	Utilization of an electronic employee performance appraisal system (E-Performance)
5	Utilization of electronic attendance for employees, and other applications.

Some of the findings presented in table 2 above show that the use of office technology is one of the efforts that needs to be made to build an environmentally friendly work culture in government agency offices. This is in accordance with the results of several previous studies. Utilization of environmentally friendly office technology (paperless office) can be done by utilizing information technology. Creation of letters and management of office records is done digitally or electronically. The practice of applying the eco office concept in conducting a paperless office has been photographed from various previous studies (Genesis & Oluwole, 2018; Indrajit et al., 2018; Onwubere, 2020; Orantes-Jimenez et al., 2015; Ugale et al., 2017). E-government also needs to increase its use. In the current era of disruption, the government encourages ministries/agencies to transform, previously all information was still manual into information that is presented electronically, this is intended so that all matters related to the duties and functions of these ministries/agencies become

transparent and can be accessed by the wider community, which has not been fully implemented in Indonesia. The application of the e-performance application system including electronic attendance is an effort that can shape employee culture in a government agency presented in research (Taufiq et al., 2019).

**Fifth,** Conduct socialization and training (education) about an environmentally friendly work culture for State Civil Apparatus (ASN). In order to build an environmentally friendly work culture, socialization, training or education efforts are needed for employees. This is evident from the results of interviews with research informants. In this case, Informant B 1 stated that:

*"What I said earlier, the point is for us to protect the environment in terms of controlling and managing this with the green office, which is conservation. Our role is to encourage water and energy management and so on, it remains under control through these efforts, such as saving water through socialization and training."*

Then Informant B2 stated that:

*"...increasing capacity in it for socialization, upgrading knowledge and skills, grounding the importance of the environment to employees and also the community .."*

Still related to this, Informant C1 stated that:

*"As for the awareness process, yes, we do coaching regarding environmental friendliness little by little, maybe with small, trivial things, for example, by disposing of waste in its place. If it is disposed of in its place, it will be sorted later, little by little this will become a habit."*

From these statements it can be understood that in order to build an environmentally friendly work culture, socialization and training efforts are needed to increase knowledge, awareness and environmentally friendly behavior among government employees. Some of the results of previous studies explain that effective communication and socialization can build an environmentally friendly culture in the workplace. This is confirmed in a study which explains that persuasive communication has been able to shape people's environmentally friendly behavior (Yohana & Marwuri, 2016). Apart from communication and outreach, training on how to behave in an environmentally friendly manner is what encourages the development of an environmentally friendly work culture in government offices. This is also evidenced by the results of research on the impact of training in the formation of environmentally

friendly behavior among teachers (Noviana et al., 2021). Other studies have shown that socialization and training are good suggestions in establishing an environmentally friendly culture and behavior (Rusdi et al., 2021).

## **CONCLUSION AND SUGGESTION**

1. Based on the results of the exploration and discussion, it can be concluded that in an effort to build an environmentally friendly work culture in government agency offices, several activities can be carried out, namely first, compiling and implementing policy tools regarding environmentally friendly behavior in government agency offices. Second, strengthening the leadership's commitment and example in being environmentally friendly. Third, implementing various environmentally friendly programs and actions in the office, in the context of empowering and involving state civil servants (ASN) in the office. Fourth, Utilization of environmentally friendly office technology, and fifth, conducting outreach and training (education) on an environmentally friendly work culture to State Civil Apparatuses (ASN).
2. The results of this study have theoretical implications, namely to complement the results of research on work culture among the state civil apparatus (ASN) that has been conducted by Purnamasari (2015) and Maulina et al., (2020). However, this research has a difference, which is more specific

about an environmentally friendly work culture.

3. The applied implications of this research are expected to provide a reference for the government in contributing to realizing shared commitments as stated in the Sustainable Development Goals (SDGs) agreement, especially in the pillars of environmental conservation through office activities in government agencies.
4. The limitation of this research is that it only uses three units of observation so that it cannot comprehensively explore how to build an environmentally friendly culture in government agency offices. Future research is expected to involve more units of observation, and use different methods/approaches in order to produce a more comprehensive picture of an environmentally friendly work culture.

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## **Work-Life Balance, Learning Agility and Their Impact on Work Stress of Employees who Work From Home**

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### **ABSTRACT**

*Work stress is one of the factors that can lower immunity. The WFH (work from home) policy is made so that the working community can avoid Covid-19, but it becomes counter-productive if employees who undergo WFH experience stress and their immunity decreases. This research was conducted using correlational quantitative methods to examine the impact of work-life balance and learning agility on the work stress of employees who have to work from home during the Covid-19 pandemic. The research subjects/respondents were company employees in the Jakarta area who underwent WFH during the Covid-19 pandemic as many as 57 respondents using incidental sampling. Data analysis using SEM-PLS and obtained the results: (1) There is a significant direct impact of work-life balance on the work stress of employees who undergo WFH; (2) There is a significant direct impact of learning agility on the work stress of employees undergoing WFH.*

**Keywords:** *Work Stress, Work-Life Balance, Learning Agility, Work From Home, Covid-19*

## INTRODUCTION

Change is a condition that is certain to occur and will forever be carried out by the organization to maintain its existence (Tampubolon, 2020). Some changes are planned and some are unplanned (Wibowo, 2012). The Covid-19 pandemic is a condition of change that is certainly unplanned. The spread of the Corona virus, which threatens life safety globally, has put tremendous pressure on the community including business activities.

The condition of the Covid-19 pandemic that has hit the world, including Indonesia, has changed many things including changes in the way people carry out their daily activities. The Indonesian government has also implemented a policy of limiting community activities as an effort to prevent the wider spread of Covid-19. Of course, this policy is also applied to the activities of the business world, by limiting the number of employees who come to work. Based on this policy, each company implements an online work system or commonly referred to as WFH (Work From Home) for some of its employees.

The Guardian (2021), the National Center for Social Research in the UK (UK) found that employees who undergo WFH tend to experience increased stress, which results in deteriorating mental health. This also happened in other countries such as Indonesia as Kusmana (2022) found a high level of stress on extension workers from the Ministry of Religion in Bandung, and this stress level negatively affected the work productivity of respondents. Utami (2021) found a phenomenon of work

stress among employees in the DKI Jakarta area while undergoing WFH during the Covid-19 pandemic. As many as 17% of respondents experienced moderate work stress, 10.4% experienced severe work stress, and 5,7% experienced very severe work stress. Pfeifer et al. (2021) researched mental health during the Covid-19 pandemic and found that stress has an important relevance in the development of this mental disorder.

Nakata (2012) found that work stress has a measurable impact on immune parameters. The WFH policy was made so that the working community can avoid Covid-19, but it becomes counter productive if employees who undergo WFH actually experience stress and their body immunity decreases.

For employees who undergo WFH, in the end, their house functions as a place of work. This allows for a disturbance in the balance between work and personal life (work-life balance). The existence of an imbalance between personal and work life (low work-life balance) will result in the emergence of ongoing stress (Ross and Vasantha, 2014).

Various changes related to the way of working require employees to be able to adjust quickly. Those who are agile in this adjustment will help companies to remain productive during the pandemic. Agility in adapting and learning to cope with new situations and conditions is known as learning agility. Learning agility is a concept that includes critical abilities in overcoming unplanned change (Lee and Song, 2020).

This study focused on work stress as a problem as well as work-life balance and learning agility as factors that are thought to reduce work stress levels for employees who run WFH. The problem formulations proposed in this study are as follows: (1) Is there a significant direct impact of work-life balance on the work stress of employees undergoing WFH?; (2) Is there a significant direct impact of learning agility on the work stress of employees undergoing WFH?

It is hoped that with research on work stress and the factors that can influence it, especially those that are predicted to help reduce work stress, individual workers and company management can have a broader understanding of work stress experienced by employees who undergo WFH. With an understanding of work stress as well as understanding its relation to work-life balance and learning agility, better strategies can be made in preventing and handling work stress in employees. This understanding can be used in other crisis conditions other than pandemic that will allow employees to undergo WFH.

## LITERATURE REVIEW

### 1. Work-Life Balance

Work-life balance is defined as the balance of time a person spends at work compared to the time spent in his personal life (Yanner, et al. 2020). Clark (Adiningtyas and Mardhatillah, 2016) defines it as a balanced life in which individuals are able to carry out their responsibilities at work, home and in the community with minimal role conflict.

Kowalski (2022) argues that work-life balance is a feeling of balance between the demands of a career and other things in one's life. He also said that work-life balance is shown by a healthy ratio between time spent working and time spent doing activities outside of work because work is a means to live, not the goal of life itself.

Fisher, Bulger and Smith (Adiningtyas and Mardhatillah, 2016) describe 4 dimensions of work-life balance as follows:

- a. WIPL (Work Interference with Personal Life), this dimension reflects the extent to which an individual's work can interfere with his personal life.
- b. PLIW (Personal Life Interference with Work), this dimension reflects the extent to which an individual's personal life can interfere with his work.
- c. WEPL (Work Enhancement with Personal Life), this dimension reflects the extent to which work can improve the quality of an individual's personal life.
- d. PLEW (Personal Life Enhancement with Work), this dimension reflects the extent to which a person's personal life can improve individual performance in the world of work.

### 2. Learning Agility

Burke and Hoff (2017) state that learning agility is the ability to deal with new experiences flexibly and quickly by trying new behaviors, getting feedback on these efforts, and immediately making adjustments so that new

learning occurs. According to Swisher (2012) learning agility is the willingness and ability to learn from experience and then apply the learning outcomes to demonstrate successful performance in newly encountered conditions. Gravett and Caldwell (2016) add that someone who has learning agility usually has a curiosity about the world, has a high tolerance for ambiguity, is skilled in dealing with others, has vision and is innovative.

Burke and Hoff (2017) explain that there are several dimensions of learning agility, which are as follows:

- a. Flexibility, which is open to new ideas and able to propose new solutions.
- b. Speed, which is acting on ideas quickly, discarding ideas that don't work and accelerating other possibilities. This allows the individual to spin and grow faster.
- c. Experimenting, trying new behaviors to determine what is effective.
- d. Performance risk taking, looking for new activities that provide opportunities/challenges.
- e. Interpersonal risk taking, discussing differences with others in a way that leads to learning and change. Able to admit mistakes and seek help when they make mistakes. Being open to admitting one's faults encourages others on the team to take risks without fear of repercussions if things don't go well.

- f. Collaborating, finding ways to work with others that generate unique opportunities for learning. Able to work with different work styles, demonstrate empathy and low ego, do whatever it takes to successfully achieve results for the organization.
- g. Information gathering, how individuals use various methods to stay current in their field of expertise.
- h. Feedback seeking, asking for feedback from others about ideas and overall performance.
- i. Reflecting, slowing down to evaluate one's own performance to be more effective. Once feedback is received, individuals should be able to reflect on the feedback, both positive and negative, act on it, and adjust behavior.

### **3. Work Stress**

Work stress is a condition where there is tension that creates physical and psychological imbalances which then affect the emotions, thought processes, and conditions of an employee (King, in Rahardi 2022). Beehr and Newman (Asih et al., 2018) define job stress as a condition that arises from human interaction with work and is characterized by humans as changes that force them to deviate from their normal functions.

Symptoms of work stress according to Robbins and Timothy (Asih et al., 2018) include the following:

- a. Physiological Symptoms  
The occurrence of changes in metabolism,

increased heart function, respiratory rate and blood pressure, headaches, and can cause a heart attack.

b. Psychological Symptoms

There is tension, anxiety, irritability, boredom, and procrastination.

c. Behavioral Symptoms

These include decreased productivity, absenteeism, and employee turnover, changes in eating habits, increased smoking or alcohol consumption, rapid and restless speech, and sleep disturbances. sleep disorders.

According to Cooper (Asih et al., 2018), the factors that cause work stress (stressors) include:

a. Working conditions

Quantitative and qualitative excessive workload, decisions made by a person, physical hazards, work schedule.

b. Role stress

Unclear roles, bias in differentiating gender and gender role stereotypes; sexual harassment

c. Interpersonal factors

Poor work outcomes and social support, political competition, social jealousy, anger, and management's lack of attention to employees.

d. Career development

Promotions that are lower than their abilities, promotions that are higher than their abilities, job security, excessive ambition that results in frustration.

e. Organizational structure

Rigid and hostile

structures, political battles, unequal supervision and training, non-involvement in decision-making.

f. Home work view

Mixing work problems with personal problems, lack of support from spouse, marital conflict, stress from having two jobs

**RESEARCH METHODS**

This research is an associative quantitative research with survey method. The variables studied were work stress as an endogenous variable (Y) and work-life balance (X1) and learning agility (X2) as an exogenous variable. The following are the hypotheses and research models proposed.

**Hypothesis 1 (H1)**

There is a significant direct impact of work-life balance on the work stress of employees undergoing WFH.

**Hypothesis 2 (H2)**

There is a significant direct impact of learning agility on the work stress of employees undergoing WFH.

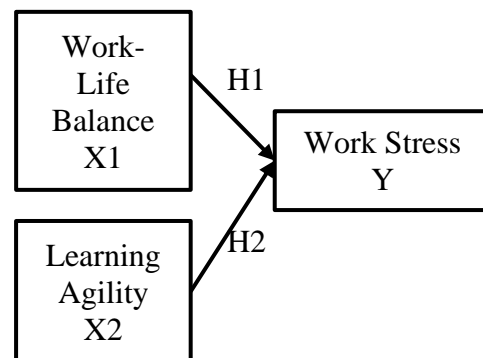


Figure 1. Research Model Framework

Source: data processed by researchers (2022).



The research subjects (respondents) were company employees in the Jakarta area who underwent WFH during the Covid-19 pandemic. Sampling was done by incidental sampling technique.

The research data was obtained by using an instrument/measuring instrument in the form of a Likert scale questionnaire and arranged based on the indicators of each research variable.

Table 1. Instrument's Construct Validity

Instrument	Average Variance Extracted (AVE)	Validity
Work-life Balance	0,518	Valid
Learning Agility	0,581	Valid
Work Stress	0,756	Valid

Source: data processed by researchers (2022)

Table 2. Instrument's Reliability

Instrument	Cronbach's Alpha	Composite Reliability	Reliability
Work-life Balance	0,917	0,926	Very reliable
Learning Agility	0,909	0,914	Very reliable
Work Stress	0,891	0,894	Very reliable

Source: data processed by researchers (2022)

**RESULTS AND DISCUSSION**

**Research Results**

The number of respondents in this study was 57 people with the following description: Male (33%),

female (67%); unmarried (58%), married but have no children (7%), married and have children (35%); 20-29 years old (65%), 30-39 years old (23%), 40-49 years old (12%).

Table 3. Frequency based on respondent characteristics

No.	Characterics	Information	Number of people
1	Gender	Male	19
		Female	38
2	Marrital Status	Unmarried	33
		Married but have no children	4
		Married and have children	20
3	Age	20-29 years old	37
		30-39 years old	13
		40-49 years old	7

Source: data processed by researchers (2022)

The following is a diagram of a partial least squares analysis with revised measuring instrument by

removing items with outer loading < 0,6.

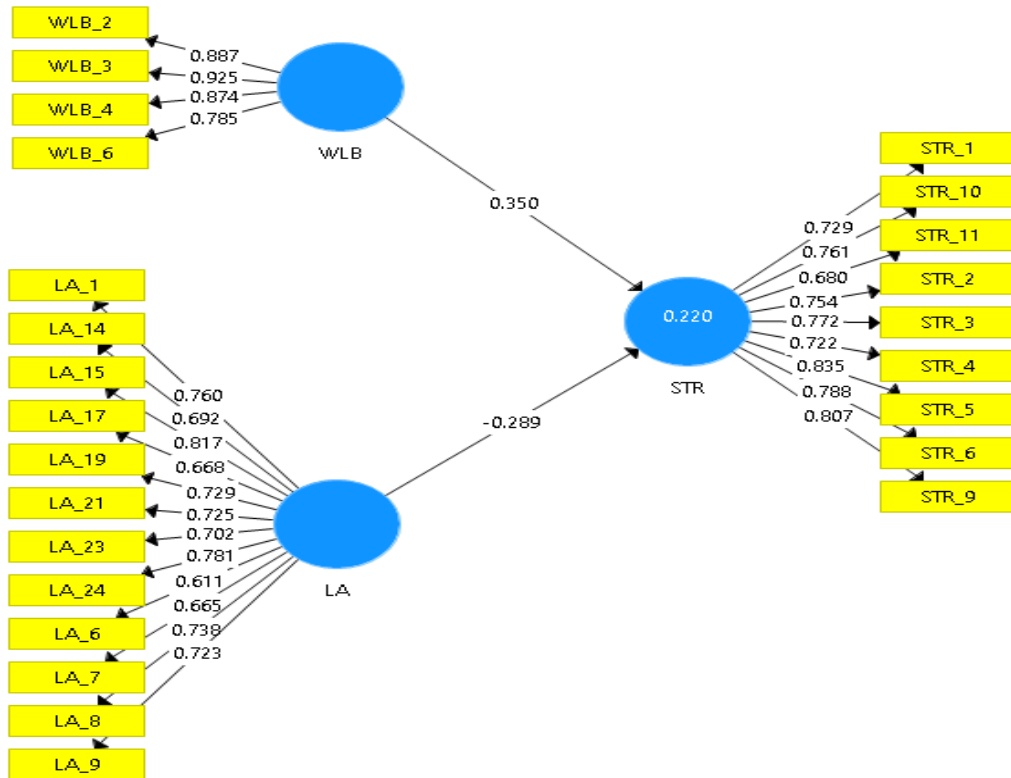


Figure 2. Partial Least Square Analysis Diagram

Source: data processed by researchers (2022)

**Multicollinearity test**

Multicollinearity shows the existence of intercorrelation or strong correlation between indicators. If the result of Variance Inflating Factor (VIF) < 5, it can be said that there is no multicollinearity problem so that hypothesis testing can be carried out. Here is a table showing VIF from indicators of work-life balance, learning agility and work stress.

Table 4. Value of Variance Inflating Factor (VIF)

	Work Stress
Work-life Balance	1,005
Learning Agility	1,005

Source: data processed by researchers (2022)

From the table above, it is known that  $VIF < 1,005$  thus there is no multicollinearity problem so that hypothesis testing can be carried out.

**Hypothesis Test Results**

Hypothesis testing is done by looking at the significance of the impact of work-life balance (X1) on work stress (Y) and the impact of learning agility (X2) on work stress (Y). To assess the significance of the standard effect between variables, a bootstrapping procedure was performed with a significance level (p-values) of 0,05. The calculation results can be seen in the following table:

Table 5. Results of Bootstrapping Direct Effect Analysis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic ( O/STDEV )	P Values
X1 → Y	0,350	0,340	0,146	2,405	0,017
X2 → Y	-0,289	-0,356	0,134	2,159	0,031

Source: data processed by researchers (2022)

Based on the results of the bootstrapping analysis above where the P Values of the direct effect of Work-life Balance on Work Stress are 0,017 (< 0,05), it can be said that H1 is accepted. In other words, there is a significant direct impact of work-life balance on work stress of employees undergoing WFH. However, the results of data analysis show that work-life balance also has a positive impact against work stress. Based on the condition of the respondents in this study, if the work-life balance increases, work stress will actually increase.

Also obtained P Values from the direct effect of Learning Agility on Job Stress of 0,031 (< 0,05) which means H2 is accepted. Thus it can be said that there is a significant direct impact of learning agility on the work stress of employees undergoing WFH. From the table the results of the bootstrapping analysis show that learning agility has a negative impact on work stress. This shows that if learning agility increases, work stress will decrease.

Next is the calculation of the coefficient of determination ( $R^2$ ) of work-life balance and learning agility on work stress. From the table, it can be seen that  $R^2$  is 0,220, which means that 22% of work stress is influenced by work-life balance and learning agility, while 78% of work stress is influenced by other factors not examined in this study.

Table 6.  $R^2$

$R^2$	Adjusted $R^2$
0,220	0,191

Source: data processed by researchers (2022)

Next is the F Square analysis (effect size) used to show the magnitude of the influence between variables.

Table 7.  $F^2$

	Work Stress	Effect
Work-life balance	0,157	Moderate
Learning agility	0,107	Low

Sumber : data processed by researchers (2022)

From the table above, it can be concluded that work-life balance has a moderate impact (by 0,157) on work stress, while learning agility has a small impact (by 0,107).

## DISCUSSION

### Impact of Work-Life Balance on Work Stress

Based on the results of data analysis, P Values from the direct effect of Work-life Balance on Work Stress are 0,017 (< 0,05), so it can be said that H1 is accepted. Thus, it can be stated that there is a significant direct impact of work-life balance on the work stress of employees undergoing WFH. However, the results of data analysis show that work-life balance also has a positive impact on work stress. Based on the condition of the respondents in this study, if the work-life balance

increases, work stress will actually increase. This condition is not in line with the findings of Ross and Vasantha (2014) which show a negative relationship between work-life balance and work stress.

The impact of work-life balance, which has a positive impact on work stress, could be caused by the majority of respondents being unmarried employees, as many as 58% of respondents. Singh and Sharma's (2020) research conducted on lecturers in India found that those who were married had a better work-life balance than those who were married. Married workers have more complex dimensions of life as well as in their perception of work-life balance. This result could also be due to other factors that increase work stress in respondents so that even though work-life balance increases, work stress also increases due to other factors that trigger work stress in employees undergoing WFH.

#### **Impact of Learning Agility on Work Stress**

P Values from the direct effect of Learning Agility on Work Stress of 0,031 ( $< 0,05$ ) which means H2 is accepted or it can be said that there is a significant direct impact of learning agility on the work stress of employees undergoing WFH. From the table the results of the bootstrapping analysis show that learning agility has a negative impact on work stress. This shows that if learning agility increases, work stress will decrease.

These findings are in line with the results of Braun et al. (2017) who found that individual agility in overcoming uncertain conditions (learning agility) can prepare

employees to be more successful by adapting to change more quickly and managing stress more effectively, in other words learning agility has a negative impact on stress

#### **CONCLUSION AND SUGGESTION**

This study obtained the results: (1) there is a significant and positive direct impact of work-life balance on the work stress of employees undergoing WFH; (2) there is a significant and negative direct impact of learning agility on the work stress of employees undergoing WFH.

The results of this study can be a consideration for WFH implementation policies to pay attention to the mental health conditions of workers by helping to maintain the stress level experienced by employees who undergo WFH. Company management can organize programs or facilitate employees by encouraging employees to have better learning agility so that work stress experienced during WFH can be reduced.

Employees also need to strive to improve their learning agility, namely by always having the willingness and ability to learn quickly from experience and then apply the learning outcomes to demonstrate successful performance in new conditions. This is necessary so that when conditions of rapid change such as a crisis period do not make employees experience excessive work stress.

This research is still experiencing obstacles in its implementation, especially in distributing questionnaires due to the Covid-19 pandemic situation which

limits the activities and interactions that can be built by researchers. It would be more helpful if research in times of crisis, especially in the presence of restrictions on community mobility, was carried out in collaboration with related parties such as the manpower office and company management so that the number of respondents could be overcome.

A situation like the Covid-19 pandemic crisis is certainly not expected to happen

However, research on things that can be done to minimize the negative impact of a crisis situation is something that still needs to be done so that the wider community and business people in particular are better prepared to face the crisis

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## **The Role of Knowledge Management as Mediation on The Effect of Talent Management on Employee Performance**

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### **ABSTRACT**

*This studi aims to prove that knowledge management acts as a mediator between talent management and employee performance. The population of this research is the entire employee population of the firm services based in Bekasi, and there were 70 people who responded to the survey. The method for data collection that was used was a questionnaire submitted through a Google form, and the data was analyzed with smart PLS. The findings of this research reveal that talent management has an influence on employee performance and that knowledge management has the ability to act as a mediator between the influence of talent management and the influence it has on employee performance. The talent of management has become a determining factor in the success of businesses and the power of resources. Organizations are being put to the test to see how effectively they manage potential great people. Knowledge Management is able to develop expertise and motivation at work, which in turn pushes performance enhancement for individuals and companies. Every worker needs to have their own understanding of the company's knowledge because very bad knowledge is limiting and will keep the company from growing. Study thus still has drawbacks, one of which is that the data collecting instrument employs a questionnaire, which enables data to be acquired without being able to extract information needed in a way that is comprehensive and in depth.*

**Keywords: Talent management, Knowledge Management, Employee Performance**

## **INTRODUCTION**

Management is already a significant step forward from where it was before, at the moment, more people operate in the management role of being strategic than in the management function of being administrative. One of the functions of strategic management in an organization is to prepare sources of power or talent within the business that have the competence and potential to assist the achievement of organizational strategy, improve employee performance, and increase employee engagement (Senge, 1990). performance at the organizational level is dependent on performance at the individual level; to put it another way, performance at the individual level will lend support to performance at the organizational level. The performance of employees is one of the aspects used to evaluate an organization's level of success. An organization must be able to produce a high level of employee performance so that it can maintain its existence and attain superiority in a sustainable competition. The success of an organization in growing its connection to its employees will have an effect on the performance of those employees as a result. According to Dessler (2006), a performance employee is one whose actual performance is evaluated in comparison to the performance that is anticipated of employees. one form of business from the company for the purpose of maintaining personnel inside the organization, which is accomplished through the implementation of talent management and knowledge management.

The current firm anticipates

having a source of power in the form of humans working in groups, and as a result, the company itself must appear to have the requirements necessary to preserve the talent that is held by the company in the talent management plan. One method to recruit, cultivate, and keep talented employees is through talent management, which is one of the methods. According to Pella and Afifah (2011), management talent is the process of ensuring that a company has the ability to fill important positions with future leaders who are supportive of the organization and the position that the company holds in regard to its core competencies. Get and rate employees, learning and development, management performance, and compensation are all components of talent management, which are designed to attract, retain, develop, and motivate employees. Talent management can be defined as an effort that is strategically and systematically planned by an organization for the use of a bunch of practice management source power human.

Tusang and Tajuddin (2015) presented evidence to support their claim that effective talent management has a major positive impact on employee engagement. Finding this developed from exploratory research on understanding practice management talent as a technique for influence attachment employee where by significant influence performance in organization. According to research carried out by Bhatnagar (2007), if the amount of work offered by a firm to an employee is low, then that



employee's attachment to the company is also low. On the other hand, if the amount of work given is large, then the level of attachment to the employee is high.

The purpose of this study was to examine talent management, which aims to plan employees' careers and provide them with organizational support and incentives in order to achieve high levels of employee attachment. A similar finding was reported by Alias et al. (2014), who found that practicing management talent (support managerial, development career employees, awards and recognition) has a favorable link with employee attachment. According to Lewis and Heckman (2006), on a larger scale broadly, talent management is also meaningful how a company manages source power beginning with the recruitment process, placement employees, appraisal work, training and development career, and until employee leave company so in the end goals company could reached. one targeted goal, which was to boost staff performance, was successfully accomplished. According to Mangusho et al. (2015), organizations are able to raise their competency, influence their employees' achievements, and increase their level of employee performance when they implement talent management techniques such as rotating work shifts. This study also establishes that managerial talent might have a direct influence on the performance of employees if the organization planned to improve and employees' careers were properly managed.

According to research carried out by Karuri and Nahashon (2015),

the results of an employee's work as part of a work team, as well as the employee's level of satisfaction with their work and engagement with their work, are significantly affected by power pull, retention, training, and management career. Irtamieh et al. also lend credence to this theory. al (2016) discovered that the level of interests and implementation of management strategy talent, quality service, and satisfaction receiver benefit have results that are favorable and significant. It was indicated by Nzewi et al (2015) that there is a beneficial influence among managerial talent and employee performance.

Knowledge management refers to the process of managing employee knowledge in an organization in order to make it as efficient and effective as possible. It is a management strategy that sources power from another human being on the inside and increases performance among employees and engagement among employees. Every corporation needs to be aware that the information that is already available within the company can be put to good use in ways that are both efficient and productive. On the basis of the knowledge that employees have, the quality of the employees can be identified and evaluated. Every worker should have their own understanding of the company's policies and procedures because knowledge is not very limited and will continue to expand. Improve the process knowledge of the employees by providing them with educational and training opportunities. According to Juan et al(2016) .'s research, the framework theory demonstrates that

management knowledge influences employee attachment. In addition to this, Rahman (2015) mentioned that there is a major influence of Anatra management knowledge to attachment employees. According to the findings of this research, the level of staff engagement is evaluated along three dimensions: leadership, goals that require resolve, and bait back. Knowledge Management has the potential to boost both competence and motivation at work, which can ultimately lead to an improvement in performance for both individuals and businesses.

If an employee is backed by the knowledge they possess, their performance would reach results that are more maximum. The research conducted by Torabi et al. (2016) reveals that considerable knowledge management has an impact on employee performance. The findings of research conducted by Rahman and Hasan (2017) further reveal that the process components of knowledge management have a substantial association with job satisfaction and organizational success. Research from Kosasih and Budiani (2007) found that the components of knowledge management in the form of job procedures for performance show a positive direction but a very little value that is of 0.099. If, on the other hand, one looks at the influence in total between personal knowledge and job procedures to performance, then the acquisition value will be more tall of 0.555. This is also corroborated by the research conducted by Nisa et al. (2016) in the state examined by Partial Variable Management Talent to Performance Employee Show Take Effect No

Significant.

## **LITERATURE REVIEW**

### **1. Talent Management**

According to Pella and Afifah, talent is what makes humans wish to retain company because of the advantages it provides. It is also possible to view talents as having been identified in employees as having the potential to become future leaders of the firm ( Pella & Afifah , 2011). If one understands talent, one would realize that talent management refers to a procedure that ensures a company will be able to fill in critical positions for future leaders who are supportive of the firm and the stance that the organization holds in regard to its core competencies ( Tusang & Tajuddin, 2015). The term "talent management" can also be interpreted to mean "management strategic for manage inner talent flow something company with destination ensure availability talent supply for aligning the right employees with the right job at the right time based on destination strategic companies and priorities activity company or business company" (in English) (Pella & Afifah , 2011).

### **2. Knowledge Management**

According to Armstrong (2009), management knowledge is any method or technique that is used to produce knowledge, acquire knowledge, capture knowledge, share knowledge, and use knowledge in order to boost an organization's learning and performance. According to Tobing (2007), management knowledge is

defined as the corporate knowledge management in create score business and earn superiority sustainable competition with optimize the creation, communication, and deployment processes in order to contain all the knowledge required in skeleton achievement destination business. Knowledge of management as approaches that help create systems that appear and flow information and knowledge to the appropriate people at the appropriate times in order to generate value.

### **3. Employee Performance**

According to Rivai (2004), performance is something that is a function of both one's abilities and one's level of motivation. Someone must have specific degrees of preparation and competence level before they can completely carry out their duty or task. Performance on the part of employees is a crucial factor in determining how successfully a company will achieve its objectives. The method of seeing results and evaluating performance is one way that can be used to see how a developing company is performing. According to Simanjuntak (2011), performance can be defined as the level of achievement that leads to certain results during implementation. Management performance refers to all of the activities that are carried out for the purpose of increasing the performance of a company or organization. This includes the performance of both the individuals working at the company and the performance of

the group work. Individual performance, group performance, and company performance are all impacted by a wide variety of internal and external factors within and outside of the organization.

### **Hypothesis Development**

#### **The Relationship Between Talent Management and Employee Performance**

Talent management is a word for managing talent based on performance. It also refers to the ability to differentiate something that appears excellent from perceptions humanistic and demographic. Management talent involves more than just recruiting people; it also involves planning succession, educating employees, and placing them in the appropriate positions at the appropriate times. According to the findings of the research conducted by Mangusho et al. (2015), an organization's capability to increase competence influencing employees accomplishment performance high employees can be improved via the use of practice management talent such as rotating work shifts. Study it also establishes that managerial talent might have a direct influence on the performance of employees if this was combined with planning for career progression for employees and progress for the firm. On the basis of the presentation, then, the following hypothesis is proposed for consideration:

H1 : Talent Management has an effect on knowledge management

#### **The relationship between talent management and knowledge management**

According to Alias et al. (2014), there is a positive correlation between

practice management talent (support managerial, development career employees, awards and recognition), and attachment employee. In addition to this, it was shown that a favorable association exists between employee attachment and staff retention. Payambarpour & Hooi (2015) shows a connection positive among index management management and performance organization, strategic HR and performance organization, as well as attachment employees and performance organization. The analysis result regression hierarchical for determine influence mediator mediation (attachment employee) shows that involvement employee mediate connection among practice management talent (development career employees and rewards as well as confession. In this study, the importance of attachment was also emphasized as a relationship mediator between strategic HR and performance organization in the context of talent management. Due to the fact that it has been exposed to it, the following hypothesis has been proposed:

H2 : Talent Management has an effect on knowledge management

#### **The Relation Between Knowledge Management and Employee Performance**

Management knowledge consists of a series of processes for creating, communicating, and applying corporate knowledge in order to create a score for the business in addition to increasing the learning and performance of employees and organizations. The job of knowledge management is extremely vital in life organizations in skeleton in order to boost staff productivity and

competency. Knowledge Management has the potential to boost work-related skills and motivation, which in turn can push individuals and organizations toward higher levels of performance. If an employee is backed by the knowledge they possess, their performance would reach results that are more maximum. Researchers Torabi et al. (2016) shown that the existence of knowledge management has a substantial impact on employee performance. On the basis of the presentation, the following hypothesis is put forward for consideration:

H3 : Knowledge management has an effect on employee performance

#### **The Relation between Talent Management and employee performance mediated by the knowledge management**

According to research carried out by Nzewi et al. (2015), it was discovered that there is a positive influence among management talent and performance employees. Researchers have come to the conclusion that management talent has a significant relationship with employee performance. Following the examination of the data, the testing of the hypothesis, and the findings of the study, the researchers came to the conclusion that increasing employee retention talent and commitment through remuneration, recognition, achievement, and enrichment content adequate work; work-life balance; interesting and challenging tasks; relationships; harmonious work; and satisfying excellence; will increase employee retention talent and commitment.

Knowledge management is one of the contemporary factors that are becoming increasingly prominent in attempts to boost employee performance inside an organization. Awareness organization in which information serves as the power main mover organization in order to Becomes flourish and progress already not avoided again. This can be seen from the findings of the study carried out by Khanal and Poudel (2017), the findings of which make it abundantly clear that the components of the Knowledge Management process have a significant relationship with employee satisfaction at work and performance. On the basis of the presentation, the following hypothesis is put forward for consideration:

H<sub>4</sub>: Talent management has an employee performance mediated by knowledge management.

## RESEARCH METHODS

This is a quantitative study that makes use of a questionnaire as a data collection tool. The type of research that was used in this study was . This is the required data for the study, and they are primary data. Employees of the company who provide services in the Bekasi region are the focus of this particular study's population. Depending on the quantity indication, the determination amount for the representative sample is multiplied by five and then added to ten. Therefore, the calculated amount of the minimum sample required for this study is a total of 70. The primary data collecting process involves deploying a questionnaire to gather information regarding talent management and knowledge management for

employees of firm services based in the Bekasi region. For the purpose of this study, the data that needs to be collected is the respondents' perceptions. This is because the simplest measurement technique is to use a questionnaire, and this questionnaire will be given to each respondent. The questionnaire acts as an instrument or tool that measures what will be delivered directly. A questionnaire or questionnaire will be designed with the use of closed questions, which are questions for which more than one answer has been provided as an alternative. This allows the respondent to choose the answer that is thought to be the most appropriate given the conditions of the survey. The Likert scale, with its five different level intervals, was chosen as the measuring scale for this research. Giving a score on the selected scale respondent ie with lowest level given value of 1 , and level highest level given value 5. Technique, analysis, and statistics are performed using the PLS program. This technique is utilized when processing the data.

## RESULTS AND DISCUSSION

### The Value of the R square Test

Table 1. R square value

R Square	
EP	0,826
KM	0,736

According to table 1, it demonstrates that score The resulting R-square for the employee performance variable with a value of 0.826 or by 82.6% and the knowledge management variable with a value of 0.736 or of 73.6%, recognizing that contribution in this study is sufficient sufficiently big.

**Structural Model Tests**

In order to acquire the Structural Model Test, we used

SmartPLS 3.0 in conjunction with testing Bootstrapping.

Table 2. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
KM -> EP	0,540	0,543	0,105	5,145	<b>0,000</b>
TM -> EP	0,402	0,395	0,105	3,831	<b>0,000</b>
TM -> KM	0,858	0,846	0,068	12,650	<b>0,000</b>

Tabel 3. Spesific indirect effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
TM -> KM -> EP	0,463	0,461	0,107	4,349	<b>0,000</b>

**DISCUSSION**

**The Effects of Talent Management on the employee Performance**

The findings of this research are not in line with the findings of a study that was conducted in the past. That study, which was conducted by Mangusho et al. (2015), found that through practice management talent like rotation work, organizations are able to increase their competence and influence employees to achieve high levels of performance. Karuri and Nahashon (2015) in their research also state the same thing, which is that Talent Management and its components such as discovery, acceptance, development, and retention by considerable influence performance employee state the same thing. Refah Kargaran, Tehran. Both Nzewi et al. (2015) and Sadri et al. (2015) support the findings of previous research indicating that there is a significant and positive connection between talent

management and employee performance. According to the findings of this research, the theory proposed by Hersey et al. and published in Wibowo (2007), which states that one determinant of an employee's performance is the talent they possess, contradicts these findings. this can caused by several factor among them is application management new talent implemented in Employment, then commitment management, then It can also come from employees that feel yourself not yet by effective implement management talent that has given company to himself as a development strategy self and improvement performance

**The Effects of Talent Management on Knowledge Management**

Sadeli (2013) showed that practice management talent nor culture organization influence attachment employees, temporary Support organization by no direct

influence attachment employee where dimensions Support organization is dimensions strongest in employee engagement variable. Alias, et, al (2014) in the research indicate practice management talent have association positive with attachment employees. Study this emphasis essential involvement as a connection mediator Among HR management and performance organization in context management talent. Payambarpour & Hooi (2015) and Ekhsan (2020) in the research indicate favorable association between index management management and performance organization, strategic HR and performance organization, as well as attachment employees and performance organization. Irtamieh, et. al (2016) revealed that level importance and implementation of Management Strategy Talent, Quality Service, and Satisfaction Receiver Benefit have results positive and significant. This is also supported by Sadri, et al. (2015), where the results of their research show that there exists a significant positive connection between talent management and staff performance in organization the.

#### **The effect of knowledge management on the employee performance**

The application of knowledge management that has been implemented by the company is also just capable of having an impact on employee engagement in it, but it has not yet been shown to improve employee performance. The findings of this study indicate that job procedures have an effect that is not significantly related to employee performance. These findings support

some of the findings of a study conducted in the past by Kosasih and Budiani (2007), which demonstrated that on influence direct personal knowledge and technology have an effect by significantly related to employee performance, whereas job procedures have an effect that is not significantly related to employee performance. Research results this no in line with results of previously carried out by Torabi, et.al (2016) in the research illustrate the impact of Knowledge Management on the performance of employees and components by significantly influencing HR performance as well as all component performance. The findings of Khanal and Poudel (2017) make it abundantly evident that the different components of the knowledge management process have a strong association with employee performance and job satisfaction. Both Rahman and Hasan (2017) and Saeed (2016) have come to the conclusion from their respective studies that knowledge management has a considerable and favorable influence on employee performance. According to the findings of this research, the theory proposed by Hersey et al. and presented in Wibowo (2007), which claims that one factor of an employee's performance is the information they possess, is also out of sync with these findings.

#### **The effect of talent management on employee performance mediated by knowledge management**

Previous research carried out by Rahman (2015) put the theory of knowledge management developed by Ducker to the test (2010). Donations theoretical writer that is

test knowledge management theory from theory Beccera Fernandez & Sabherwal (2010), which comprises of knowledge discovery, capture, sharing, and application.). Donations theoretical writer that is test knowledge management theory from theory. The findings of the study conducted by Alias et al. (2014) are based on the results of an analysis of the Pearson correlation, which demonstrates that practice management talent (support managerial, development career employees, awards and recognition) has a positive correlation with attachment employees. In addition to this, it was discovered that a positive correlation exists between employee attachment and employee performance. Analysis of the results of a hierarchical regression in order to determine the influence of mediation (attachment employees) reveals that attachment employees mediate connections among practices involving talent management (development of careers for employees, awards, and recognition). Talent management is one of the current elements that is popular in increasing employee performance in organizations. Awareness organization in put management talents power main mover organization in order to become one that excels and develops already no avoided again.

**CONCLUSION AND SUGGESTION**

Talent management is possible contribute on employee performance. The impact of talent management on employee performance can be moderated through the use of

knowledge management. The worker's performance could stay at a good enough level, and they could even improve it to the point where they made a significant contribution to the organization's overall growth. The management skills and knowledge that employees already possess are a good thing, whether they were gained through previous experience or through seminars and training provided by the company to employees. The management of one's talents is one of the current elements that are becoming increasingly popular in the quest to improve employee performance in organizations. Awareness organization in put management talent as power main mover organization so that Becomes excel and develop already no avoided again, and practice management talent like rotation work, organization capable of increasing competence influencing employees achievement performance high employees. Awareness organization in put management talent as power main mover organization so that Becomes excel and develop already no avoided again.

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**The Influence of Job Satisfaction and Work Motivation on Organizational Commitment in Lecturers of The Faculty of Economics and Business at Swadaya Gunung Jati University**

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**ABSTRACT**

*This study aims to determine the effect of job satisfaction and work motivation on the organizational commitment of the Faculty of Economics and Business, Swadaya Gunung Jati University's lecturer. In this type of research, researchers use associative research. The use of this research method uses quantitative methods. Software using SPSS version 23. In taking this sample, the researcher used a saturated sample technique. Because of the Faculty of Economics and Business, Swadaya Gunung Jati University's lecturer population is only 88. The results showed that job satisfaction and work motivation influenced organizational commitment either partially or simultaneously*

**Keywords: Organizational Commitment, Job Satisfaction, Work Motivation**

## INTRODUCTION

Along with the progress in the field of education, the management of educational institutions is also experiencing rapid development. Then the demands of users of educational services are even higher. This is due to increased public awareness regarding the quality of education services. In addition, the community also has its assessment of the effectiveness and efficiency of the quality of education services. So fast and accurate service is a must. In terms of substance, educational services must be able to provide services according to needs, provide added value, or build self-image (Ardin & Badarwan, 2017). This demand creates competition in educational institutions, where educational institutions are not just marketing places to study knowledge, but also competition in educational institutions to obtain quality human resources. Human resources are an essential element that cannot be separated from the wheels of organizational activities (Sulistiyawati, 2018).

Gunung Jati Swadaya University is a university that is strategically located in the urban centre of Cirebon City. Gunung Jati Swadaya University is the oldest and largest university in the Ciayumajakuning area. The community's enthusiasm to continue their education at Swadaya Gunung Jati University increases yearly. In the 2021-2022 academic year, the acquisition of new student admissions at Swadaya Gunung Jati University reached 2746 students (Wulandari et al., 2021). This figure is evidence of public trust in the educational

services provided by Swadaya Gunung Jati University. So that in order to maintain and continue to compete with other tertiary institutions, the quality of human resources in educational institutions, especially lecturers, must constantly be improved.

In tertiary institutions, the magnitude of the role of a lecturer in an educational institution can be seen from the organizational commitment of the lecturer. Lecturers committed to educational institutions usually show a working attitude that is attentive to their duties. They are very responsible for carrying out their duties and loyal to the company. Organizational commitment is significant for companies to maintain their human resources so that they always make the maximum contribution to the company. If employee commitment is low, it will disrupt the company's organizational wheels (Rumangkit & Haholongan, 2019).

Organizational commitment can be influenced by job satisfaction, where a person at work will feel comfortable and highly loyal to the company if they get job satisfaction according to what is desired (Utama & Wibawa, 2016). The results of Mwesigwa et al. (2020) also explained that employees who have high job satisfaction would have high organizational commitment. Then the results of Ismail et al. (2016) also found that when employees are satisfied with intrinsic and extrinsic satisfaction from their working conditions, it can lead to more significant organizational commitment to the company. Likewise, the results of Aziz et al.

(2021) show that job satisfaction has a positive relationship to employee commitment, which means that if employees have job satisfaction, they have a high commitment to the organization. However, there were different results in the research by Prasetyo et al. (2018), where job satisfaction does not affect organizational commitment.

Besides job satisfaction, work motivation factors also considerably influence organizational commitment (Oupen & Yudana, 2020). The motivation given by the company to employees will increase morale and organizational commitment (Mutiar Sari & Gede Riana, 2018). The motivation that exists in a person is the driving force that will make behaviour in order to achieve the goal of self-satisfaction. Organizations must be able to motivate employees to master their work correctly according to directions by being oriented towards the results achieved so that later if employees are well motivated, a sense of attachment or commitment to the organization will arise (Utarayana & Dewi Adnyani, 2020). The results of research by Siwi et al. (2020) show that work motivation influences organizational commitment. Then Muraga et al. (2019) found that work motivation positively and significantly affects organizational commitment. Another study by Alve (2017) on employees in Finland found that work motivation significantly impacted organizational commitment. Even research conducted by Nurseha & Yusuf (2021) and Tania & Sutanto (2013), found that work motivation and job satisfaction simultaneously affect organizational commitment.

However, Ariyati & Amelia's research (2018) and Hanafi & Sanosra (2018) found that work motivation does not affect organizational commitment. In this case, the researcher is interested in conducting research titled "The Influence of Job Satisfaction and Work Motivation on Organizational Commitment in Lecturers of the Faculty of Economics and Business, Swadaya Gunung Jati University".

## **LITERATURE REVIEW**

### **1. Job Satisfaction**

Rivai (2015) suggests that job satisfaction is an evaluation that describes a person's feelings of being happy, unhappy, or satisfied at work. The indicators of job satisfaction, according to Rivai (2015), namely: 1) Job content, 2) Supervision, 3) Organization and management, 4) Opportunity for advancement, 5) Salary and benefits, 6) Co-workers, and 7) Working conditions.

### **2. Work motivation**

Sutrisno (2016) states that motive is a mental state that encourages, activates, or moves and that motive directs and distributes the behavior, attitudes, and actions of a person which is always associated with achieving goals, both organizational goals and personal goals of each member of the organization. According to Sutrisno (2016) Indicators of motivation from internal factors and external factors, namely: 1) Desire to be able to live, 2) Desire to be able to own, 3) Desire to gain appreciation, 5) Desire to gain recognition, 6) Desire to have power, 7) Working environment

conditions, 8) Adequate compensation, 9) Good supervision, 9) Job security, 10 Status and responsibilities, and 11) Flexible regulations.

**3. Organizational Commitment**

Umm (2018) argues that commitment to organization as a psychological construct is a characteristic of the relationship between members of the organization and its organization and has implications for individual decisions to continue membership in organizations. Indicators of organizational commitment according to Umm (2018), namely: 1) Emotional connection, 2) Identification, 3) Member involvement, 4) Member awareness, 5) Having needs, 6)

Attachment, and 7) Continue to be in the organization.

**RESEARCH METHODS**

This type of research researchers use associative research. The use of this research method using quantitative methods. software using SPSS version 23. In taking this sample the researcher used a saturated sample technique. This is done because the Faculty of Economics and Business, Swadaya Gunung Jati University's lecturer population is 88 people.

**RESULTS AND DISCUSSION**

**Characteristics of Respondents**

The results of data processing show that respondents with a total of 88 people have the following characteristics.

Table 1. Characteristics of Respondents

Category	Alternative Answers	F	%
Gender	Man	42	47,7%
	Woman	46	52,3%
Age	< 25 Years	4	4,5%
	25-35 Years	42	47,7%
	36-45 Years	28	31,8%
	>45 Years	14	15,9%
Education	Magister	81	92%
	Doctor	7	8%
Years of service	< 1-2 Years	2	2,3%
	2 -3 Years	5	5,7%
	3 – 4 Years	11	12,5%
	4 – 5 Years	24	27,3%
	> 5 Years	46	52,3%

Source: Results of Data Processing, 2022

Table 1 shows that most of the respondents were women, with 46 (52.3%). Most respondents have an age range of 25-35 years, namely as many as 42 respondents (47.7%). Then most of the respondents had a Masters's level of education (S2), as many as 81 respondents (92%) and

the majority of respondents had a working period of > 5 years, with a total of 46 respondents or 52.3%..

**Instrument Test**

The research instrument test consisted of two tests, namely the validity test and the reliability test. The results are as follows:

Table 2. Validity test

Job satisfaction		Work motivation		Organizational Commitment	
No Statement	rcount	No Statement	rcount	No Statement	rcount
1	0.479	1	0.615	1	0.634
2	0.633	2	0.402	2	0.644
3	0.389	3	0.505	3	0.559
4	0.551	4	0.325	4	0.610
5	0.396	5	0.604	5	0.498
6	0.459	6	0.700	6	0.622
7	0.406	7	0.537	7	0.318
		8	0.564		
		9	0.444		
		10	0.513		
		11	0.526		

Source: Results of Data Processing, 2022

Table 2 shows the results of validity testing, where validity test items are said to be valid if r count  $\geq$  r table (0.232). The test yielded r counts of job satisfaction variables (0.389 to 0.633), work motivation variables (0.325 to 0.700) and

organizational commitment variables (0.318 to 0.644). So it can be concluded from the table that all items are declared valid because the r count is greater than the r table. Then the results of the validity test data analysis are as follows:

Table 3. Reliability Test

Variable	Cronbach's Alpha	N of Items	decision
Job satisfaction	.754	7	Reliable
Work motivation	.840	11	Reliable
Organizational Commitment	.824	7	Reliable

Source: Results of Data Processing, 2022

Based on the results of the reliability test in table 3, all variables can be declared reliable because Cronbach's Alpha  $\geq$  0.70.

**Classic assumption test**

The classic assumption test consists of two tests, namely the normality test and the multicollinearity test with the following results:

Table 4. Classic assumption test

Variable	asympt. Sig. (2-tailed)	tolerance	VIF
Job satisfaction		.999	1,001
Work motivation	0.333	.999	1,001
Organizational Commitment			

Source: Results of Data Processing

Table 4 shows that the Asymp. Sig. (2-tailed) of 0.333  $>$  0.05, which means that the data is normally distributed. Then from the results of the multicollinearity test, the VIF value in the Statistical Collinearity column is 1.001, which means the VIF value is less than 10 and the

Tolerance number is 0.999  $>$  0.10. Thus it can be stated that the model formed has no symptoms of multicollinearity between the independent variables in the regression model.

**Hypothesis testing**

Hypothesis testing was carried

out using two methods, namely by testing the hypothesis partially (t test) and simultaneously testing the hypothesis (f test). Researchers also tested the coefficient of determination

to determine the influence of the independent variable on the dependent variable. The results are as follows:

Table 5. Hypothesis Test Results

Variable	t	Sig.	f	Sig.	Adjusted R Square
X1 against Y	2,344	0.023			
X2 against Y	3,402	0.001			
X1 and X2 against Y			9,529	0.000	0.254

Source: Results of Data Processing, 2022

From the results of partial hypothesis testing in table 5, it can be concluded that job satisfaction has a significant effect on organizational commitment because the sig value <0.05 and t count (2.344) is greater than t table (1.676). Then work motivation also has a significant effect on organizational commitment because the sig value <0.05 and t count (3.402) is greater than t table (1.676). Then from the results of the simultaneous test, the p-value (Sig) <0.05 was obtained, namely 0.000 <0.05 and the Fcount > Ftable value was 9.529 > 3.19 meaning that Ha was accepted and Ho was rejected, which means that the variables of job satisfaction and work motivation collectively have a positive and significant influence on organizational commitment, and when viewed from the value of Adjusted R square or coefficient of determination of 0.

**DISCUSSION**

The data processing results show that the variable job satisfaction (X1) positively and significantly influences organizational commitment. This indicates that the higher the job satisfaction, the organizational commitment of the lecturer at the Faculty of Economics and Business, Swadaya Gunung Jati

University increases nicely. These results are from research conducted by Mwesigwa et al. (2020), where it was found that employees with high job satisfaction will have high organizational commitment. The same goes for findings (Ismail et al., 2016), where employees are satisfied with intrinsic and extrinsic satisfaction from their working conditions can lead to more outstanding organizational commitment to the company. Likewise, with research results of Aziz et al. (2021) where job satisfaction has a positive relationship to employee commitment, which means that if employees have job satisfaction, they have a high commitment to the organization.

The work motivation variable (X2) has a positive and significant influence on organizational commitment from data processing results. This shows that the better the work motivation, the organizational commitment of the lecturer at the Faculty of Economics and Business, Gunung Jati Swadaya University will increase nicely. These results align with research by Siwi et al. (2020), which shows that work motivation influences organizational commitment. Utarayana & Dewi Adnyani (2020), in their research, also suggests that the effect of work



motivation on organizational commitment shows that work motivation has a positive and significant effect on organizational commitment. Then Muraga et al. (2019) also found that work motivation positively and significantly affects organizational commitment. Likewise, Alve (2017) in his research on employees in Finland, found that work motivation significantly impacts organizational commitment.

Simultaneous test results also show that the variables job satisfaction (X1) and work motivation (X2) together have a positive and significant influence on organizational commitment. This shows that the higher job satisfaction (X1) and work motivation (X2) than the organizational commitment of Lecturers of the Faculty of Economics and Business, Swadaya Gunung Jati University will increase nicely. These results are the same as those of research conducted (Nurseha & Yusuf, 2021), where job satisfaction and work motivation significantly influence organizational commitment. The same goes for findings (Silaban & Andri, 2018) and (Nurlaely & Riani, 2016) that work motivation and job satisfaction significantly influence organizational commitment.

### **CONCLUSION AND SUGGESTION**

From the results of the research and discussion, the following conclusions were obtained:

1. The job satisfaction variable partially has a positive and significant effect on organizational commitment. It means that the higher the lecturer's job

satisfaction, the more organizational commitment to the Faculty of Economics and Business, Swadaya Gunung Jati University will increase.

2. Work motivation variable has a positive and significant influence on organizational commitment. It means that the higher the lecturer's work motivation, the organizational commitment to the Faculty of Economics and Business, Swadaya Gunung Jati University will increase.
3. Variables of job satisfaction and work motivation simultaneously or together have a positive and significant influence on organizational commitment at lecturer's in The Faculty of Economics and Business, Swadaya Gunung Jati University. The effect of job satisfaction and work motivation on organizational commitment is 0.254 or 25.4% while the remaining 74.6% is influenced by other factors outside those studied. This proves that job satisfaction and work motivation simultaneously or together can affect organizational commitment.

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**Leadership Style Analysis of The Head of The Center for Statistics (BPS)  
of Tulang Bawang Barat District**

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**ABSTRACT**

*The purpose of this study was to determine the application of the leadership style of the Head of the Central Bureau of Statistics (BPS) of Tulang Bawang Barat Regency. BPS is a Non-Ministerial Government Institution directly responsible to the President, with the vision of "Provider of Quality Statistical Data for Advanced Indonesia". The research method used is qualitative research. The data collection technique used is the interview method and the sample is an employee of BPS Kab. Western Onions. From the research conducted, it can be concluded that of the four existing leadership styles, namely directive, participatory, supportive, and achievement-oriented leadership styles, the most prominent leadership style applied is the directive leadership style. Meanwhile, the least dominant leadership style is achievement-oriented leadership style.*

**Keywords: Leadership Style, Leaders, Organization**

## **INTRODUCTION**

Organization is the preparation and regulation of the number of certain parts to become a single unit that is mutually regulated and combined with cooperation so that the goals are achieved as expected. (Dahlan: 2004). Meanwhile, according to Bernard (1938) an organization is two or more people who are collaborating in which communication is needed within it so that goals can be achieved. In each of its members, Bernard emphasized that there must be motivation and information provided and decisions must be made by some of the other members. According to Weisbord (1976) there are several things that influence the success of an organization, viz goals, structure, rewards, work methods, relationships, and leadership.

An organization, both formal and non-formal, must have a leader who will be responsible for the success of an organization. The leader is a pioneer, someone who is willing to step in conditions where the future is unknown. The existence of a clear vision for a leader can be a guide in carrying out its main functions and tasks (Kouzes: 2007). A leader should be able to manage the organization with all its advantages and disadvantages so that the goals set can be achieved.

Meanwhile, the ability inherent in a leader is referred to as leadership. Leadership talks about a leader's ability to carry out their duties so that the set goals can be achieved. Fahmi (2016) explains that leadership is a science that discusses comprehensively how to supervise, influence, direct others to do work

according to orders that have been designed.

The Central Bureau of Statistics (BPS) of Tulang Bawang Barat Regency is part of a government organization that has a vision or purpose. With the vision of becoming a provider of quality statistical data for developed Indonesia, BPS also sees the importance of the leadership role and leadership style possessed by the head of BPS in order to achieve this goal. As previously stated that leaders have a vital role to achieve organizational goals, BPS leaders must have the ability to mobilize their members to achieve the goals that have been set.

In the following, initial research data is presented regarding the conditions in BPS Kab. West Tulang Bawang as follows: there is inequality in the division of labor. there are some employees who have a very high workload but there are some employees who have enough free time at work. Some employees have a tendency to think that the work that must be done is in their own function. Outside of its function, the employee considers it is not part of his job. This sometimes causes jealousy between employees so that the tasks given sometimes cannot be completed effectively and efficiently.

From this background, researchers are interested in knowing how the leadership style is applied within the scope of BPS Kab. Western Onions. Researchers will conduct research with the title "Leadership Style Analysis of the Head of the Central Bureau of Statistics of West Tulang Bawang Regency".

## **LITERATURE REVIEW**

### **1. Leadership definition**

Leadership according to Wahjosumidjo (1987) is a condition that exists in a leader with characteristics such as ability, ability, personality. Leadership should be attached to a leader. Moejiono (2002) explains that leadership is a one-way influence, because it is possible that the qualities possessed by a leader are different from those of his followers.

It can be said that leadership is an attribute attached to a leader. And leadership is something that leaders need to direct, organize, manage members of their organization to achieve common goals. Without leadership, the leader is just a person who is no different from other members of the organization. Leadership is the difference between leaders and members who are led.

An organization led by a leader who does not have leadership is undoubtedly difficult to achieve its goals. Because without this leadership, organizational members will find it difficult to organize and do not have specific tasks to be carried out in order to achieve organizational goals.

### **2. Leadership function**

Function is a description of the ideal role in doing something according to a certain order that is owned by an entity. According to Syukron (2014) there are six leadership functions, namely:

#### **a. Planning Function**

An organization without a plan will not run well so that

later members of the organization will find it difficult to implement the values to achieve their goals. Thus an important planning function is carried out by a leader. Initiation of an organizational plan from a leader is a crucial matter. With the planning function, the leader will provide a compass for its members so they can move in the direction expected.

#### **b. Forward Looking Function**

A leader must have a vision achievement and how to achieve it. Vision makes the organization have the passion to stay alive and strive to achieve its goals. The vision that is owned must be balanced with sensitivity to the development of situations that occur both outside and within the organization. With this sensitivity, leaders can find out if a threat appears to an organization.

#### **c. Loyalty Development Function**

Loyalty must be owned by all members of the organization, especially a leader. Leaders with high loyalty will set an example for their members so that they will be more motivated to be more loyal to their organization.

#### **d. Oversight function**

After the vision and mission of the organization are formed, of course it must continue to be guarded so that it runs as it should. This is where the role of control or supervision of a leader is needed. Leaders must supervise

each member and ensure that the organization runs according to the direction and goals that have been determined.

e. Decision Making Function

In its journey, an organization will certainly encounter various obstacles. Sometimes these obstacles must be resolved by making a decision. The decisions taken can of course be obtained by collective decisions from the results of the problem study. But sometimes there will be situations where the decisions made are individual decisions of a leader. This is where the role of the leader becomes vital in decision making. When the right decision is made, the organization will run well again, but on the contrary the organization will experience setbacks when the leader makes the wrong decision.

f. Function Provides Motivation

There are times when members of the organization experience boredom at work with all kinds of reasons behind it. This is where the leader must be present to overcome these saturations. Leaders must be good at seeing the background that causes it to happen and then provide motivation for them. It is not easy to motivate others, but this is something that must be done by a leader.

**3. Leadership style**

Talking about the leader of an organization, of course in leading, leaders have their own way or style within their organization. Leadership style is a

way that a leader has in showing an attitude that is his trademark in influencing his employees so that organizational goals can be achieved (Mulyadi: 2015). Meanwhile, Busro (2018) said that leadership style is a way for leaders to exert influence on their followers so that they are always willing to carry out various joint actions ordered by the leadership without feeling pressure, which can later achieve organizational goals.

The conclusion from the definition above is that leadership style talks about a way, behavior, and attitude possessed by a leader to influence his members to achieve organizational goals.

House in Robbins (2006), conveys several types of leadership styles, namely:

a. Directive Leadership

Leaders with a directive leadership style tend to always give specific directions to their members. The leader directs specifically what must be done by its members so that the leader can provide measurable supervision for its members.

b. Supportive Leadership

Leaders and groups relate well and show sensitivity to the needs of its members.

c. Participatory Leadership

Decision making by the leader is done with the group through consultation and information sharing.

d. Achievement Oriented Leadership

Its members are faced with challenges given by leaders in achieving

organizational goals and encouraging high performance, as well as showing confidence in the ability of the group.

### **Previous Research**

The research conducted has differences from previous studies in terms of location, population, and the object to be studied. While the similarities with previous research are the similarities in concepts and theories, as well as the research methodology used (interview and observation methods)

### **RESEARCH METHODS**

In the process of analysis, the use of qualitative descriptive analysis is used by researchers in conducting research. Sugiyono (2019) said that the qualitative method is a research method based on the philosophy of postpositivism, which is used to research natural object situations, (the opposite of which is experimentation) where the key instrument is a researcher, in collecting data using triangulation techniques (combined), the nature of the data analysis is qualitative/inductive, and the results of the research are qualitative which will later emphasize the meaning of generalizations. Meanwhile, Nazir (2014) said that the descriptive method is a method in conducting research on the status of a human group, a system of thought, a condition, an object, or a condition in the present.

The object used in this study is the Head of BPS Kab. Tulang Bawang Barat, while the subjects of this study were BPS Kab. Western Onions. The population in this study were all active employees of BPS Kab. Western Onions. Sampling was

done by purposive sampling. Purposive sampling is a sampling technique with certain considerations (Sugiyono: 2016). Purposive sampling technique was used in this study because not all samples have criteria that match the existing phenomena. Therefore, purposive sampling was chosen to determine certain considerations or criteria that must be met by the sample. The collection method used in this study is by interview and observation methods.

In collecting data, the researcher directly observed the condition/situation of the BPS Kab. Western Onions. In this observation, the researcher acts as an observer who observes the leadership style carried out by the Head of BPS Kab. Tulang Bawang Barat and the responses given by BPS Kab. Western Onions. Interviews were also conducted with BPS Kab. Western Onions. In the interview, information was collected regarding the leadership style applied at BPS Kab. Western Onions. This research period was conducted from 26 to 30 September 2022.

### **RESULTS AND DISCUSSION**

The discussion in this research is to identify four leadership styles based on House in Robbins (2006), namely directive, supportive, participative, and achievement-oriented leadership styles.

#### **Directive Leadership Style**

Directive leadership is a leadership style that has a positive relationship with the expectations and satisfaction of subordinates, as well as giving specific assignments or orders. The tendency of directive leaders based on Sutarto (2001) is:



1. Establish achievement-reward relationships.
2. Use rewards and punishments to control subordinate behavior.
3. Provide the necessary information and instructions.
4. Train employees to carry out tasks.
5. Establish a definite channel of command.
6. Assign responsibility for implementation.
7. Establish implementation of group goals.

From the results of the interviews obtained information, namely:

1. "Leaders always provide measurable directions in assigning tasks and responsibilities to their subordinates. The leader explains in detail what needs to be done, the target to be achieved and even thinks about the ways that must be done to complete the task. Leaders know with certainty the vision and mission of BPS Kab. Tulang Bawang Barat so that the directions given are always appropriate to the goals of the organization.
2. "The leader does not only use his position to give instructions that benefit him personally. The authority or power that is owned is actually used for the benefit of the organization. In addition to the directions that have been given, the leader also always monitors the progress of the task, helps solve problems when obstacles are encountered. This shows that leaders are not only directives but also responsible for what has been directed to their employees.

From the analysis conducted, it is known that the

directive style carried out by the head of BPS Kab. Tulang Bawang Barat not only provides directions but also really understands the goals to be achieved so that the directions given are in accordance with the existing vision and mission. The leader has set goals and task responsibilities. In addition, leaders have also provided information and instructions to employees in their direction so that these directives can be executed properly.

From the interview it was also known that the authority possessed by the leadership was not misused by giving directions that benefited him personally but only for the benefit of the organization. This analysis is in accordance with what has been conveyed by Sutarto (2001) where the directive leader will determine the implementation of group goals, assign responsibility for implementation, train employees to carry out tasks, and provide the necessary information and instructions.

### **Supportive Leadership Style**

Supportive leadership is a leader who is ready to explain problems that occur to subordinates, gives satisfaction to employees, and is easy to approach (Siagian: 2002). Sutarto (2001) stated that supportive leaders tend to do the following:

1. Use rewards as a means of gaining support.
2. Shows personal attention to subordinates.
3. Friendly and easy to find.
4. Hold on-going personal consultations.
5. Encourage subordinates to share

their feelings and concerns.

6. Trying to make harmony in the work group.

The following are the results of interviews with several informants.

1. "The lead lady is like her own family to me. Apart from maintaining his professionalism, he also pays attention to and cares about the condition of his subordinates. Both related to work and matters outside the office such as family.
2. "The leader is a figure that is not rigid. Not just being in the room. He always took the time to go around greeting his subordinates. Not only to discuss work issues but also other things outside of office work. It is not uncommon for leaders to provide support for their employees regarding matters outside of work. It is this concern that makes employees comfortable working under his leadership."

From the analysis carried out it is known that the supportive leadership style carried out by the leadership of BPS Kab. Tulang Bawang Barat brings a positive office atmosphere. Employees feel comfortable working because they always have support from the leadership. This support is not only about work matters but also other matters outside of work which directly affect the employee's working mood.

The attention given by the leadership is a positive value for the implementation of a warm office environment. This is a good capital to get more effective and efficient results of work. Leaders are also easy to find to be invited to discuss and consult about the personal problems

of their employees.

### **Participative Leadership Style**

Siagian (2002) stated that participatory leadership is a leadership style in which the leader uses and seeks advice from his subordinates in making decisions. Meanwhile, the participatory leadership style presented by Tisnawati and Saefullah (2005) is a leader who tends to provide consulting subordinates, accommodate various kinds of input, and subordinates are involved in decision making. Sutarto (2001) explains that supportive leaders tend to do the following:

1. Allows group members to exercise control over the progress of performance.
2. Using the participation of subordinates as a means of communication.
3. Overcome differences or difficulties with subordinates.
4. Allows group members to compose their own work.
5. Allows the group to determine the execution of their own goals.
6. Equally share the failures and successes of the group with subordinates.

The following are the results of interviews with several informants.

1. "Mothers are not leaders who just hand over responsibility and collect the results at the end. He will always oversee the progress of the work that has been given on his journey. And what is no less important, he also takes part when there are difficulties experienced by his subordinates in carrying out their duties.
2. "We feel comfortable because every task given to us is not left

alone in trying to complete the task. Leaders always provide direction and even solutions for jobs that require special attention. In providing solutions, leaders are also not authoritarian, but always listen to ideas and input from their employees.

3. "With all the tasks given, the leader never claims that success is the result of his own work. His employees are always given credit when a job is successful. And it must be conveyed not only in the internal office but also conveyed when there are meetings with other work units.

From the interview it was found that the leadership of the BPS Kab. Tulang Bawang Barat has implemented a participatory leadership style. Where in practice, leaders always take part in the implementation of tasks. In addition, leaders also listen to ideas from their subordinates in policy making. Leaders also give credit for the achievements achieved to their subordinates. Listening to employees' ideas and claiming the success of the group is a positive value for employees. Because that way the employee will feel part of the organization as a whole, and not just a partial task executor.

#### **Achievement Oriented Leadership Style**

House in Robbins (2006) conveys that achievement-oriented leadership is leadership by providing interesting challenges to his subordinates and providing

#### **CONCLUSION AND SUGGESTION**

From the results of the

stimulation so that goals are quickly achieved, and implemented properly. Sutarto (2001) revealed that this leadership style is appropriate for subordinates who are unclear about their duties, subordinates who hope that their efforts will produce achievements, and work that is not repeated. Following are the results of interviews with several informants:

1. "The matriarch never seems to use some sort of reward to her employees for tasks well done. Reward seems only in the form of praise. Even though sometimes there is also a desire to be given a special reward, until now this kind of treatment has not been a problem for us."
2. "Actually the reward for completing the task is not something that is expected. Because we consider the reward to be inherent in our performance allowance. What is actually expected is punishment in the form of a decrease in performance allowances for employees who are considered not to have made the maximum contribution to the office.

From the results of these interviews it can be seen that the leadership of BPS Kab. West Tulang Bawang does not really apply achievement-oriented leadership. On the one hand, there are employees who don't mind this, but there are some employees who want special treatment to be given when there are employees who don't contribute optimally to the office.

interviews and observations made, several things can be concluded, namely:

1. Head of BPS Kab. Tulang Bawang

Barat does not only apply one type of leadership style but a combination of the four existing leadership styles, namely directive, supportive, participative, and achievement-oriented leadership styles.

2. Of the four leadership styles, there is one leadership style that is most dominant, namely directive leadership. Head of BPS Kab. Tulang Bawang uses its authority with professional directions while still referring to the vision and mission of the organization.
3. The lowest applied leadership style is achievement-oriented leadership. Head of BPS Kab. Tulang Bawang does not apply rewards and punishments to employees with achievements or defaults.

From the results of this study, the writer can suggest that leaders should maintain the existing leadership style. In addition, leaders can improve the achievement-oriented leadership style so that employees can feel more treated the same so that productivity increases.

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## **Effect of Work-Life Balance on Employee Performance Mediated by Job Satisfaction**

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### **ABSTRACT**

*Study this objective to determine the effect of work-life balance on employee performance mediated by job satisfaction. The population of this study consists of manufacturing employees in the Cikarang region, with a sample of 65 respondents. Purposive sampling is the retrieval method used to determine a sample's characteristics. Taking this sample has restrictions on certain types of individuals who provide required information. This is the primary data used in the study, collected from respondents who are manufacturing employees in the Cikarang region. Explain that there is a list of written questions that have been formulated, which was the previous respondent's record for answering them, and that this deep thing is typically described with clarity via googleforms. Methods for analyzing data with the smart PLS program. The results of this study demonstrate that work-life balance has an effect on employee performance and that job satisfaction moderates the effect of work-life balance on employee performance. Unsatisfactory work will result in low morale and productivity, so the company must play an important role in procuring the facilities necessary to achieve work-life balance.*

**Keywords: Work Life Balance, Job Satisfaction, Employee Performance**

## **INTRODUCTION**

A business to reach its destination in the modern era, it must have access to a sufficient amount of human resources. Manpower source who can contribute in an effective manner. Source contribution power man is a crucial element in the operation of a business, so it is necessary to equip personnel in the field with the skills necessary to access source power. Man is source power with sense feeling, desire, skill, knowledge, motivation, power, and work. This has an impact on HR's ability to assist the organization in achieving its goals ( Sutrisno , 2009). This is consistent with the Suite-directed activities of the organization to attract, develop, and retain talent for the effective operation of a organization (Fahmi, 2016). Whereas another term for management source power man is the process of training, evaluating, and compensating employees, as well as overseeing their relation power work, health and safety, and all related matters with fairness ( Dessler , 2015).

For a business to reach its destination in the modern era, it must have access to a sufficient amount of human resources. Manpower source who can contribute in an effective manner. Source contribution power man is a crucial element in the operation of a business, so it is necessary to equip personnel in the field with the skills necessary to access source power. Man is source power with sense feeling, desire, skill, knowledge, motivation, power, and work. This has an impact on HR's ability to assist the organization in achieving its goals ( Sutrisno , 2009). This is consistent with the Suite-

directed activities of the organization to attract, develop, and retain talent for the effective operation of a organization (Fahmi, 2016). Whereas another term for HRM is the process of training, evaluating, and compensating employees, as well as managing their working relationships, health and safety, and all related matters with fairness ( Dessler , 2015).

Management source power used to manage employees in an organization in order to reach its destination. The employee's performance is one of the components used to measure the destination organization's achievement. Employee Performance is the productivity and output of an employee as a result of their development. Employee performance will ultimately impact an organization's effectiveness (Hameed & Waheed , 2011). Satisfaction is also one of the factors that can increase employee performance a feeling that will be owned by an employee towards his work; this is a form of employee response to his job. This defined job satisfaction as the attitudes and feelings people have about their professions. Attitudes 3 and positive to the profession indicate job satisfaction (Armstrong & Taylor, 2014). in accordance with job satisfaction, this describes a positive attitude toward a job based on the evaluation characteristics. Those with a high level of work have positive feelings about their jobs, whereas those with a low level have negative feelings (Robbins & Judge, 2013).

Work life balance (balance life work) is comprised of important factor in increasing employee

performance who is something involving circumstances employee well-being in the something company. Related matters with life balance work is not a sufficient answer social for organization to the employees. Balance work and life is a condition in which a person's work and life demands are equal (Lockwood, 2003). Work-life balance is defined as the capacity of an individual to fulfill their work and family responsibilities. In addition to the connection between function work and family, balancing life work also involves a role in field life ( Delecta , 2011).

## **LITERATURE REVIEW**

### **1. Employee performance**

Employee performance is employee productivity. This is the result of a single employee's tangible and intangible returns compensation. In relation to this, studies indicate that employees who enjoy greater participation in decision-making are more productive than those who do not (Bishop, 1987). Employee performance is a function of ability and motivation, so it makes sense to engage in purposeful practice to boost both. Therefore, there are a number of ways for employees to acquire the required skills (e.g., through careful selection and training) and a variety of incentives to increase motivation (financial and non-financial forms of reward) (Dyer & Reeves, 1995).

### **2. Job satisfaction**

Satisfaction at work is a result of an employee's perception of the value they place on their profession. General

acknowledgement in the field of organizational behavior that job satisfaction is the most important and prevalent employee attitude Despite the fact that analysis theoretical has criticized satisfaction work for being too narrow conceptually, there are three generally accepted dimensions for satisfaction work. First, job satisfaction is an emotional reaction to the job situation. Therefore, no could be observed that could only be concluded. Second, job satisfaction is frequently determined by the degree to which positive outcomes meet or exceed expectations. Third, work satisfaction represents a number of attitude-related variables (Luthans, 2011).

### **3. Work-life balance**

Work life balance is a situation in which the demands of work and personal life are equivalent or balanced (Lockwood, 2003). Similar explanation explain that work life balance (balance profession or life), in its broadest sense, is defined as level involvement or satisfactory suitability Among a person's diverse 39 roles in life. Though definitions and explanations vary, the term 'balance' is commonly associated with equilibrium or a general sense of harmony in life. In this situation, achieving a balance between life and work requires an examination of a person's management skills (Hudson, 2005)

**Hypothesis development**

**Work-life balance relationship to employee performance**

The theory explains that there is a connection between work-life balance and employee performance, that work-life balance is a trend for individuals to be fully engaged in their performance in order to achieve a work-life balance and create sensitivity to the system as a whole (Marks & MacDermid, 1996). Previous research indicates a significant relationship between work-life balance and employee performance (Soomro et al, 2017). Similar results have been found in other studies examining the positive relationship between work-life balance and employee performance (Noorhidayat et al, 2017). And other studies have documented the impact of work-life balance on employee performance (Johari et al, 2017). According to his research, work-life balance and employee performance have a positive and substantial effect on. (Thevanes & Mangaleswaran, 2018). According to exposure such as, then filed:

H1: Work-life balance has an effect on employee performance

**Work-life balance relationship to job satisfaction**

The theory explains the relationship between work-life balance and job satisfaction, namely that work-life balance is satisfaction and as a good function in place work as well as in families whose demands are becoming individual, so that with this, it is possible to minimize potential conflict that has just emerged from both demands ( Clark, 2000). Temporarily, another theory explains that there is a correlation

between work-life balance and employee turnover, as well as branding, which impacts organizations' productivity, commitment, morale, and job satisfaction (Hudson, 2005). Prior research indicates that work-life balance influences job satisfaction. According to Kanwar et al. (2009), the management of work-life balance can increase employees' convenience at work, thereby influencing their job satisfaction. Other studies have found a correlation between work-life balance and job satisfaction (Ganaphati, 2016), and there is also evidence of a significant connection between work-life balance and job satisfaction (pangemanman, 2017). According to exposure such as, then filed:

H2: Work-life balance has an effect on job satisfaction

**Job satisfaction relationship to employee performance**

The theory explains that there is a connection between job satisfaction and employee performance, i.e., that satisfaction and good performance could help an organization retain employees, and that job satisfaction plays a significant role in fostering commitment, loyalty, and discipline, as well as requiring employees to have high performance (Mathis and Jackson, 2008). Temporary that another theory explains that satisfaction and productivity in an organization as a whole have a connection that affects the organization's performance (Robbins and Judge, 2013) and that more employees who are satisfied will tend to be more effective. According to exposure such as, then filed:

H3: Job satisfaction has an



effect on employee performance  
**Work-life balance relationship to employee performance mediated by job satisfaction**

The theory explains the connection between work-life balance and employee performance through job satisfaction, i.e., it explains that work-life balance is satisfaction and as a good function in place work 49 as well as in families whose demands become individual, so that with this it is possible to reduce potential conflict that has just emerged from both demands (Clark) (2000). In the meantime, another theory explains the relationship between work-life balance and employee performance, namely that work-life balance is the trend for an

**Research Framework**

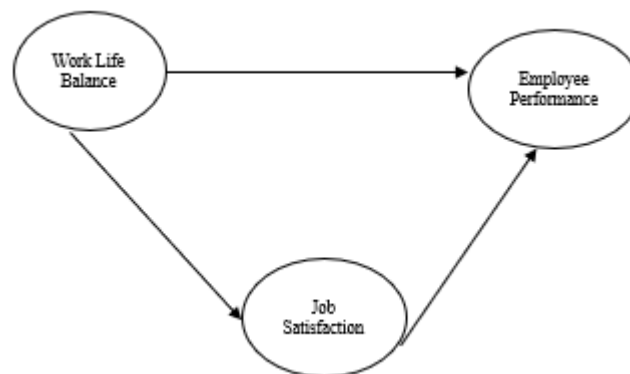


Figure 1. Framework

**RESEARCH METHODS**

Approach study this using quantitative approach study. Quantitative research is a method for evaluating objective theory, with attention to variable relationships. This study's population consists of employees of manufacturing companies located in the cikarang region. Primary data collection techniques in research this with use

individual to be fully engaged in performance for every role played by the individual in order to achieve work-life balance and create sensitivity to the system as a whole (Marks and MacDermid , 1996). In addition to theory, others have explained the connection between job satisfaction and employee performance. According to Mathis and Jackson, job satisfaction and good performance can help an organization retain employees. Job satisfaction plays a significant role in the formation of commitment, loyalty, and discipline. According to exposure such as, then filed:

H4: Work-life balance has an effect on employee performance mediated by job satisfaction.

questionnaire via google forms, with explain that there is a list of written questions that are formulated which was the previous respondent record answer them, deep Thing this is typically described with clarity in the alternatives. Answers are provided for each question on the Likert scale. Data analysis using an intelligent PLS program.

**RESULTS AND DISCUSSION**

Table 1. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>JS -&gt; EP</b>	0,657	0,651	0,104	6,293	<b>0,000</b>
<b>WLB -&gt; EP</b>	0,287	0,286	0,104	2,748	<b>0,006</b>
<b>WLB -&gt; JS</b>	0,845	0,830	0,066	12,802	<b>0,000</b>

Source : PLS (2022)

Tabel 2. Specific indirect effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>WLB -&gt; JS -&gt; EP</b>	0,556	0,540	0,097	5,701	0,000

Source : PLS (2022)

**DISCUSSION**

**Work-Life Balance on Employee Performance**

Earlier research results indicate that work-life balance positively affects employee performance. This study demonstrates that employees who are able to achieve a healthy work-family balance are more productive for their organizations (Soomro et al, 2017). Additionally, research confirms that work-life balance has a positive and significant effect on employee performance. This study also explains that the role of work-life balance in boosting employee performance must be systematically incorporated into employee activities (Noorhidayat et al, 2017). Other research findings support the existence of a positive relationship between work-life balance and employee performance. This study explains that a better balance between life and work is a factor that could improve employee performance (Johari et al, 2017). The

employer must assist employees in prioritizing their work and personal lives. Companies should too give motivation to employees to employees more happy and balanced demands life work them (Obiageli et al, 2015) (Obiageli et al, 2015)

**Work-life balance on job satisfaction**

Research results earlier support that work life balance has influence positive to satisfaction work. Study this explain that work life balance shows Thing positive that is, increase productivity, reduce turnover and commitment rates employee the more high ( Asepta & Maruno , 2017). (Asepta & Maruno, 2017). Furthermore, research suggests that work-life balance positively affects job satisfaction. This study explains that a lack of work satisfaction will result in low morale and productivity, so employers should provide facilities to achieve the goal of a work-life balance (Kanwar et al, 2009). Other research has discovered a positive

relationship between work-life balance and job satisfaction. This study explains that if a company wants to increase employee satisfaction through work-life balance, it must first prioritize balance satisfaction, which is one indicator of work-life balance (Ganaphati, 2016).

### **Job satisfaction to employee performance**

Research findings support the notion that employee performance is positively influenced by job satisfaction. This study will explain the effect of job satisfaction on the performance of employees who are more committed and diligent (Miao & Kim, 2010). The study also demonstrates that job satisfaction positively affects employee performance. This study explains that employees whose job satisfaction affects their performance will provide organizational support by applying policies, attitudes, procedures, and decisions that are remunerative of their contributions and supportive of their well-being (Babin & Boles, 1996). Other research findings support the existence of a positive influence between job satisfaction and employee performance. This study's description of the relationship between employee satisfaction and performance will have a positive impact on the organization's ability to achieve its goals and produce the expected results (Berliana et al, 2018). Similar to previous research, this study finds a significant and positive relationship between job satisfaction and employee performance (Rahmawati & Setiawati, 2017). There are a number of factors that contribute to job

satisfaction, including social, physical, and financial factors. This factor's third influence on employee performance is significant. Of social factors, such as leader-to-employee communication and socialization culture, priority is given to work score integrity, professionalism, and the organization's commitment to rewarding outstanding employees; therefore, this can increase employee spirit at work.

### **Work-Life Balance on Employee Performance mediated by job satisfaction**

Work life balance affects job satisfaction and has a significant and positive relationship with job satisfaction. This study demonstrates that the higher the employee retention and commitment rates, as well as the lower the rate of employee turnover, the greater the positive effect on productivity (Asepta and Maruno, 2017). The study also supports the positive relationship between work-life balance and employee performance. This study explains that dissatisfaction with one's work will result in low morale and productivity; therefore, companies must procure the necessary facilities to achieve work-life balance (Kanwar et al, 2009). Other research has found that work-life balance and job satisfaction are positively and significantly related. This study also explains that if a company wants to increase employee satisfaction through work-life balance, it must first focus on balance satisfaction, which is one of the indicators of work-life balance (Ganaphati, 2016). In relation to work life balance, there are a number of benefits for contributing organizations, including increased

productivity, organizational commitment, employee morale, and job satisfaction. This organization's culture of work-life balance is conducive to the reduction of professional or family conflicts and the enhancement of job satisfaction and productivity (Hudson, 2005).

### CONCLUSION

Work-life balance contributes to an employee's performance. Work satisfaction moderates the effect of work-life balance on employee performance. To increase employee work satisfaction, a company must treat employees well in accordance with their contributions and accomplishments, offer commendations, propose promotions, and provide bonuses. The organization must develop, identify, and promote work-life balance practices, such as effective communication. Among superiors and subordinates, divide work evenly, provide employees with time off, and eliminate work-related conflicts. For the subsequent study, it is anticipated that researchers will be able to examine existing variables such as variable turnover, culture organization, commitment organization, and training.

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## **The Impact of Overconfidence and Regret on Investment Decision**

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### **ABSTRACT**

*Over the last three years, there has been an increase in Single Investor Identification in the Indonesian capital market. This demonstrates that investor interest and awareness are increasing. To avoid the risk of loss, investment decisions must be made carefully. The purpose of this research is to determine the impact of overconfidence, experienced regret, and investment decisions. This study's sample was drawn using a non-probability sampling method with a purposive sampling technique, and it included 79 investors with Jakarta addresses as respondents. Techniques for collecting data include distributing questionnaires in the form of a Google form. According to the findings of this study, overconfidence has a significant positive effect on investment decisions. Regret has a significant positive impact on investment decisions.*

**Keywords: Overconfidence, Experienced Regret, Investment Decision**

## **INTRODUCTION**

Along with the development of the era, from the sophistication of technology, information, culture, to fashion, it increases a person's need to fulfill her life needs. This, of course, causes the cost of living to rise from time to time. The future is unpredictable and difficult to forecast. Someone must work and earn money to meet their immediate needs. Working alone, however, is insufficient; one must also have the knowledge and ability to manage their finances in order to meet current and future needs.

These future needs may take the form of requirements when a person enters retirement and is no longer able to work to earn a living. Poor financial knowledge leads to difficulties in managing one's finances, which leads to failure or difficulty in achieving financial prosperity. One way a person can manage is through investment. The sophistication of technology, information, culture, and fashion with the development of the era increases a person's need to fulfill his life's needs. This, of course, causes the cost of living to rise from time to time. The future is unpredictable and difficult to forecast.

Someone must work and earn money to meet their immediate needs. Working alone, however, is insufficient; one must also have the knowledge and ability to manage their finances in order to meet current and future needs. These future needs may take the form of requirements when a person enters retirement and is no longer able to work to earn a living. Poor financial knowledge leads to difficulties in managing one's

finances, which leads to failure or difficulty in achieving financial prosperity. One way to manage one's finances is through investment. According to the Financial Services Authority, investment is a type of investment activity that is typically completed in a short period of time to acquire complete assets or purchase shares and other securities in order to profit.

Investment activity is fraught with uncertainty. The presence of this uncertainty introduces risk into investment activities. Risk is a consequence of uncertainty that manifests itself as a loss. A plan is required to anticipate and avoid the risk of uncertainty. Careful planning combined with sound financial knowledge will yield the best investment decisions, minimizing investment losses. Inadequate financial knowledge will result in poor financial planning (Pritazahara & Sriwidodo, 2015). Investment decisions are decisions made by investors about how much money to put into a specific type of investment in order to earn higher returns in the future. Investment decisions are influenced by two types of investor attitudes: rational attitudes and irrational attitudes. Irrational behavior indicates that investors' decisions are not based on common sense. Meanwhile, a rational attitude implies that a person makes decisions that are sound and can be accepted by others (Hikmah et al., 2020).

Overconfidence and experienced regret bias are the biases in this study. Overconfidence is defined as a person's feeling of being overconfident in his investment abilities and knowledge. Someone

with a high level of overconfidence will be more courageous in making investments, whereas someone with a low level of overconfidence will be more cautious in making investment decisions. An overconfident investor will exaggerate their ability to evaluate a company as a potential investment (Pompian, 2006). Under these conditions, investors are hesitant to accept negative information because they should not buy shares. An investor with more experience who believes that investment is a comfortable place to allocate funds will be more likely to make other investments in the future (Wulandari & Irmani, 2014).

The findings of multiple researchers' research show that there are differences in results or research gaps in several variables that influence investment decisions. According to Putri and Hamidi (2019), financial literacy has a significant positive effect on investment decisions. Meanwhile, according to Budiarto and Susanti (2017), financial literacy has no effect on investor decisions. Fridana and Assandimitra (2020) discovered that risk tolerance has a significant and positive impact on investment decisions. Meanwhile, Yulianis and Sulistyowati's (2021) research indicates that risk tolerance has no effect on investment decisions.

## **LITERATURE REVIEW**

### **1. Investment decision**

Investment is the activity of putting money or capital into an asset in order to profit from it. Investment activities can be conducted in two types of assets: real assets and financial assets.

Real assets are investments with visible physical assets, such as buildings, land, and gold. Meanwhile, non-physical assets such as mutual funds, stocks, bonds, and so on can be classified as financial assets. Investments in financial assets can be made on both the money and capital markets. In the capital market, one of the investment activities is possible (Budiarto & Susanti, 2017). Investment decisions are quandaries that people face when deciding how to invest their money in various types of investments in order to earn higher returns in the future (Wulandari & Irmani, 2014). According to Budiarto and Susanti (2017), investment decisions are policies adopted by investors in order to profit in the future after considering various options. Investment decisions must be considered because they have a long-term time dimension (Mandagie et al., 2020). Furthermore, investment activities are risky, which means that they do not always result in profits, but investors may suffer losses, so investment decisions must be made with greater care and caution.

### **2. Overconfidence**

Investors have an excessive sense of self-confidence. Overconfidence is a bias toward situations in which a person believes and assumes that their abilities exceed their actual abilities (Rahman & Gan, 2018). Overconfidence is an individual's overestimation of the accuracy of decisions and knowledge (Dittrich et al., 2005). Overconfidence is



defined by Budiarto and Susanti (2017) as an individual's unreasonable belief in intuitive reasoning, judgment, and cognitive ability. Overconfidence among investors leads to overestimation of their abilities and underestimation of predictions (Wulandari & Irmani, 2014). Furthermore, overconfidence can lead to investors taking more risks and ignoring these risks.

### 3. Experienced Regret

Wulandari and Irmani (2014) define experienced regret as regret caused by previous investor mistakes that influenced future investment decisions. According to Yohnson (2008), experienced regret is a bad experience that causes someone to feel regret or disappointment when making investment decisions or even accepting risk as a result of previous investment decisions. Investors with a high level of experienced regret are interpreted as having a lot of investment experience and having been in the investment world for a long time so that they can learn from past experiences to make better investments in the present and be more cautious, thereby classifying them as risk averse investors. Someone who has felt regret will be more cautious when investing in investments with high returns but high risks, and they will consider the risks associated with the investment they choose (Ayudiasuti, 2021).

#### Hypothesis development

#### **Relation between Overconfidence on Investment Decisions**

Overconfidence is a cognitive

bias that influences investment decisions (Pradikasari & Isbanah, 2018). Overconfidence is characterized by an excessive belief in one's ability to estimate stock prices, resulting in an underestimation of risk. Investors who are overconfident perceive low risk in investment, whereas investors who are not overconfident perceive high risk in investment (Wulandari & Irmani, 2014). According to Budiarto and Susanti (2017), investors with a low level of overconfidence are more cautious when making investment decisions, whereas investors with a high level of overconfidence are more courageous. Based on this explanation, the following hypothesis is proposed :

H1: Overconfidence has an effect on Investment Decisions

#### **Relation between Experienced Regret on investment decisions**

According to Pompian (2006), some psychological literature suggests that feelings of regret influence decision making in situations of uncertainty. According to Wulandari and Irmani (2014), someone has experienced regret if they have invested for years but the results are not as expected, causing a person to be cautious when making investment decisions. According to Wardani and Lutfi (2019), someone who has had a bad investing experience is more cautious in choosing investments and prefers low-risk investments. Someone with positive investing experience, on the other hand, will prefer investments with a high risk and a fixed rate of return. Wulandari and Irmani (2014) discovered that experienced regret has no effect on the investment

decisions of economics lecturers. Based on this explanation, the following hypothesis is proposed :

H2: Experienced Regret has an effect on Investment Decisions.

**RESEARCH METHODS**

This study's population consists of investors over the age of 17 who live in Jakarta. In this study, the sample was collected using a non-probability sampling method with a purposive sampling technique. The following criteria were used to select the sample for this study: the respondent has or is currently investing in the capital market, the respondent is at least 17 years old, the respondent has an income, and the respondent lives or is domiciled in

Jakarta or Bekasi. In this study, primary data were collected by distributing questionnaires containing questions and statements via Google form. The questionnaire technique was used to collect data in this study. A questionnaire is a data collection technique in which respondents are asked to answer questions or statements. The independent and dependent variables were measured using a Likert scale in this study. The measured variables will be translated into variable indicators using a Likert scale, and these indicators will then be used as a reference in compiling instrument items in the form of statements. The Smart PLS assistance program is used in data processing.

**RESULTS AND DISCUSSION**

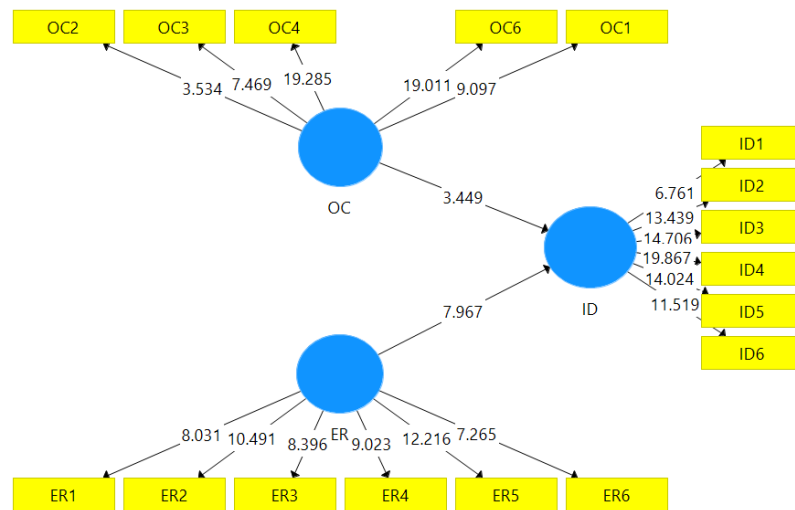


Figure 1. Boothstrapping

Table 1. path coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
ER -> ID	0,655	0,642	0,082	7,967	0,000
OC -> ID	0,296	0,307	0,086	3,449	0,001

## **DISCUSSION**

### **Overconfidence on Investment Decision**

These findings support the behavioral finance theory that psychological and sociological factors influence individual, group, and entity financial decisions. Investors with high levels of overconfidence are clearly distinct from those with low levels of overconfidence. Overconfidence gives them confidence and trust in their investment knowledge and skills, making them believe that their investment plans will be successful. They also believe that their information is superior and makes more sense than that of other investors. Investors who exhibit high levels of overconfidence take more risks because they perceive risk as being low (Wulandari & Irmani, 2014). As a result, overconfident investors will increase their investment decisions. However, overconfidence can be harmful to investors. This is because they are blind to the risks they face, despite the fact that risks are a part of financial planning, and they engage in excessive transactions (Gill et al., 2018). The findings of this study are consistent with the findings of Adielyani and Mawardi (2020), who found that overconfidence has a positive effect on stock investment decisions in millennial investors.

### **Experienced Regret on investment decisions**

Investors always expect a higher return than the risk when investing. Investing activities are not always profitable for every investor, and they can also result in losses. These positive and negative

experiences have an impact on investment decisions. According to Yohnson (2008), experienced regret is a negative experience that causes a person to feel regret or disappointment when making investment decisions or even accepting risk as a result of previous investment decisions. A bad experience occurs when an investor's investment activities result in losses, causing them to regret their decision to invest. This finding is consistent with Statman's (1995) theory of financial behavior, which states that financial decisions, which include risk assessment and how investors frame information, are influenced by investor behavior and psychology. A bad investment experience in the past will make investors think twice about investing and become more conservative. Because of their regrets, investors will be afraid to invest in the future. Investors who have a high level of regret are more cautious when making investment decisions, and they may even abandon their plans to invest again. Investors who have positive experiences, on the other hand, will be more willing to accept high risks and make better investment decisions. The findings of this study are consistent with those of Suprasta et al. (2020), who found that experienced regret has a negative impact on investment decisions. However, the findings of this study differ from those of Wulandari and Irmani (2014), who found that experienced regret had no significant effect on investment decisions.

## **CONCLUSION**

Overconfidence influences investment decisions in a positive and

significant way. This demonstrates that investors who are confident in their skills and abilities and forecast successful investments will make better investment decisions. Experienced regret influences investment decisions in a positive and significant way. This means that bad investing experiences in the past make investors more cautious and think long and hard about investing, or they are not interested in investing at all. It is expected that future research will be able to conduct research on a broader range of respondents with a larger number of respondents. If possible, collect respondent data directly to reduce the possibility of respondents filling out questionnaire answers that are not in accordance with actual conditions, and the information obtained will provide better research.

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**The Influence of Job Description and Organizational Culture on Employee Satisfaction at PT Bank Rakyat Indonesia (Persero) Tbk Unit Singosari, Malang**

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**ABSTRACT**

*Job satisfaction issues are also inseparable from the daily lives of PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang. It can be seen that job satisfaction is still not fulfilled. The objectives of this study were (1) to determine and analyze the influence of job descriptions and organizational culture on employee job satisfaction partially, (2) to identify and analyze the effect of job descriptions and organizational culture on employee job satisfaction simultaneously, and (3) to know and analyze the dominant influence on employee job satisfaction. In this study the population is all employees of PT. Bank Rakyat Indonesia (Persero), Tbk. The Singosari Malang Unit has a total of 31 people and all of them will be used as research samples or called Quota Sampling. Quota Sampling states that the sample component is the same as the composition of the population with regard to the characteristics of interest. From the research results it can be seen that (1) Job description variable and organizational culture partially significant effect on employee job satisfaction. (2) Job description variable and organizational culture has a significant effect simultaneously on employee job satisfaction. (3) Job description variable is the most dominant variable influencing employee job satisfaction*

**Keywords: Job Descriptions, Organizational Culture, and Job Satisfaction**

## **INTRODUCTION**

Human resources are the most important assets in the organization, as planners and policy subjects, as well as executors of organizational operational activities. The resources owned by the organization, such as capital and machinery cannot provide optimum results if they are not supported by human resources in their management. In this management, human resources/ employees certainly have their respective fields, tasks, abilities and difficulties.

Therefore, the company is making efforts, one of which is the division of positions and jobs/tasks or job descriptions for its employees. The job description will maximize each employee to work with their respective authorities, positions and responsibilities correctly (Lazuardi & Lawrence, 2021). Understanding of the job description and the expected contribution of the position are not considered by every organization, both government and private agencies so that we can see jobs that are irregular, routine jobs are neglected and employees are less responsible for their work because they do not understand what the function of the job description is. the main tasks that must be done and the responsibilities that must be borne by the employee in which part he is placed (Yudith Dwi Angela, 2021). In addition, employee fatigue at work also arises, because work will feel complicated due to employees not understanding the job description in their position. If the company pays attention to the importance of understanding job descriptions and every employee learns and masters job descriptions in their respective fields, this will

increase employee effectiveness and work productivity will be achieved.(Pitaloka, 2019).

PT. Bank Rakyat Indonesia (Persero), Tbk. The Singosari Unit, Malang is a government-owned bank that has a vision of becoming a leading commercial bank that always prioritizes customer satisfaction and carries out the mission of providing excellent service to customers through a wide-spread network and supported by professional human resources who practice good governance. carry out the best banking activities by prioritizing services to micro, small and medium enterprises to support the improvement of the people's economy, providing optimal profits and benefits to interested parties.

The issue of job satisfaction is also inseparable from the daily lives of PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang. It can be seen that job satisfaction is still not fulfilled. For example, the obscurity of superiors who often delegate work. Such as collecting job evaluation reports, financial profit reports per period that should be done, but delegated to customer service. Even though the work is fully controlled and must be done by the superiors themselves. When customer service is asked to do it, in terms of the job description, of course it is not appropriate. On the other hand, employees also feel uncomfortable rejecting it because it is an instruction as an order to be carried out from their superiors. This often happens at PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang.

Based on the background above, the research objectives were to identify and analyze the effect of job descriptions and organizational culture on employee job satisfaction either partially or simultaneously at PT. Bank Rakyat Indonesia (Persero), Tbk. Unit Singosari, Malang with the following conceptual framework.

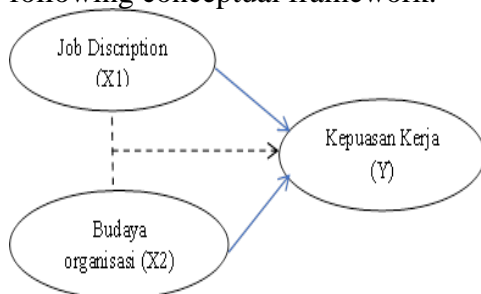


Figure 1. Research Conceptual Framework

Meanwhile, based on the research conceptual framework above and supported by theoretical and empirical reviews in this study, the hypothesis proposed is as follows:

- a. *Job Descriptions* and Organizational Culture has a partially significant effect on Job Satisfaction at PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Malang unit.
- b. *Job Descriptions* and Organizational Culture have a significant effect simultaneously on Job Satisfaction at PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Malang unit.
- c. *Job Descriptions* has a dominant influence on Job Satisfaction at PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Malang unit

*Job descriptions* is a systematic and regular record of the duties and responsibilities of a position, based on the facts of what, how, why, when and where the work is carried out and the qualifications of the person who will occupy the position. According to Gary Desler (in Princess & Gaol, 2021) States that *job descriptions* is a list of positions, not quite enough responsibilities, reporting relationships, job conditions and responsibilities. It is not enough to have a clear job description, but working with due regard to the existing organizational culture is no less important (Isnada, 2016). Job description indicators according to Hasibuan (2007:36), mentions job description indicators in general, namely: 1. Tasks performed. 2. Responsibility. 3. Required skills or education. 4. Conditions 5. Type and quality of people required for the position

## 2. Culture Organization

The existing organizational culture is also applied as a dominant value that is supported by the *organization* and is able to become a guideline for employees about something important to do and obey, like a rule. (Sasongko & Suyitno, 2022). Luthans (in William Jesen Wiratama Tong, 2022) argues that organizational culture is a basic pattern of thinking that is taught to new personnel as a way to feel, think and act correctly from day to day. Organizational culture is a system of beliefs and values developed by the organization where it guides

## LITERATURE REVIEW

### 1. Job Descriptions



the behavior of the members of the organization it self (Ayu Siti Fatimah, 2022). The way employees behave can be shown from behavior and work. If behavior and work are shown negatively, it will result in low job satisfaction. Conversely, if behavior and work are shown positively, it will result in a high level of job satisfaction. Organizational culture indicators according to Luthans (2012:550) are as follows: 1. Norms. 2. Philosophy, 3. Rules, and 4. Cooperation

### 3. Satisfaction Work

Job satisfaction is a global issue and therefore continues to be explored in both developed and developing countries. In HR management, what needs to be considered and is the *most* important factor for a company or organization is the level of employee job satisfaction. According to Suyitno (2017) suggests that job satisfaction is a person's attitude towards his work which can be a positive or negative attitude, satisfied or dissatisfied. Job Satisfaction reflects a person's feelings towards his work. Thus, job satisfaction is a form of one's feelings towards work, work situations and relationships with co-workers. Thus, job satisfaction is something that is important for an employee to have, both in the position they hold, relationships with co-workers and interactions in the work environment. According to Siagian (in Suryawan & Salsabilla (2022) states that job satisfaction is a person's perspective, both positive and

negative, about his work. The positive or negative traits that are generated depend on the perspective of each individual in assessing his work, whether it is in accordance with the skills or expertise he has. The indicators of job satisfaction used in this study are: 1) Satisfaction with salary, 2) Satisfaction with promotions, 3) Satisfaction with colleagues, 4) Satisfaction with superiors, and 5) Satisfaction with the job itself.

## RESEARCH METHODS

This research was conducted using a quantitative research design using a survey method consisting of two independent variables, namely Job Description (X1), Organizational Culture (X2), and the dependent variable, namely Job Satisfaction (Y). To obtain primary data in the field, a questionnaire was used which was compiled based on the indicators in the research variables. This research is focused on employees of PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Malang Unit, where the sample in this study used a proportional random sampling. The sampling technique used the Slovin formula (in Suyitno, 2017) and obtained a sample of 31 people. The research instrument was tested for validity and reliability before being used in data collection. While the inferential statistical test is carried out with Multiple Linear Regression with the equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Where :

Y = Job Satisfaction

$\alpha$  = constant number

X1 = Job Descriptions

X2 = Organizational Culture

**JENIUS**

$\beta_1$  = Job Description coefficient  
 $\beta_2$  = Organizational Culture coefficient

Hypothesis testing in this study used the t test (t-test), F test and coefficient of determination test, while to ensure the feasibility of the model in this study classical assumption tests were carried out including the normality test, multicollinearity test, and heteroscedasticity test.

Multiple regression analysis was used to determine the influence of job description variables (X1) and organizational culture (X2) on job satisfaction (Y) for employees of PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang. The results of calculations using the SPSS program version 25 for windows are presented in the following table: The example table 1. as follows:

**RESEARCH RESULT**

Table 1. Recapitulation of Multiple Regression Analysis Results

Variable	Information	Regression Coefficient	tcount	Sig.
X1	Job Descriptions	0,680	4,572	0.000
X2	Organizational culture	0,442	3,358	0,002
Constant	-0.025			
R	0,734			
R2	0,538			
Adjusted R Square	0,505			
Fcount	16,319			
Sig. F	0.000			
n	31			
Dependent variable = Job Satisfaction (Y)				

Table 2. Model Summary

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.734a	.538	.505	2.82142

Based on table 1 shows thatFrom the table above it can be explained as follows:

- 1) X1 variable (job description)  
 The results of the regression analysis obtained the value of tcount = 4.572 while the value of  $t_{table} = 2.048$  so that tcount >  $t_{table}$  or a significance value of 0.000 < 0.05 so  $H_0$  is rejected or  $H_a$  is accepted, and it is proven that variable X1 (job description) has a significant effect on job satisfaction at PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang.
- 2) Variable X2 (organizational culture)

The results of the regression analysis obtained the value of tcount = 3.358 while the value of  $t_{table} = 2.048$  so that tcount >  $t_{table}$  or a significance value of 0.002 < 0.05 so  $H_0$  is rejected or  $H_a$  is accepted, and it is proven that variable X2 (organizational culture) has a significant effect on job satisfaction at PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang.

From the calculation results, the Fcount value is 16.319 while  $F_{table}$  is  $\alpha = 5\%$ ,  $df_1 = 2$ , and  $df_2 = 31$  is 3.33; this means Fcount >  $F_{table}$  (16.319 > 3.33) while the probability value is smaller than  $\alpha = 0.05$  (0.000

$<0.05$ ), then  $H_0$  is rejected and  $H_a$  is accepted which also means that the job description variable (X1) and organizational culture (X2) simultaneously or together have a significant effect on job satisfaction at PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang (Y).

Based on table 2 shows that the multiple correlation coefficient (R) is 0.734; shows that simultaneously there is a fairly positive and unidirectional relationship between job description variables (X1) and organizational culture (X2) on job satisfaction (Y) of 73.4%. This relationship can be categorized as strong, as it is known that a relationship is said to be perfect if the correlation coefficient reaches 100% or 1 (both with positive or negative numbers). From the results of the regression analysis, the coefficient of determination R Square is 0.538. The magnitude of the influence of the independent variable on the dependent variable is 53.8% while the remaining 46.2% is another variable not examined. The coefficient of determination shows the strong influence of the variables from the independent variables together on the dependent variable. Judging from the magnitude of the regression coefficient, the magnitude of the regression coefficient of the independent variable job description (X1) (0.680) > organizational culture (X2) (0.442), this means that the independent variable job description (X1) has a dominant influence on job satisfaction (Y). In addition, it can also be seen from the standardized coefficient of job description (X1) with a value of (0.587) > organizational culture (X2) with a

value of (0.431), this means that the job description independent variable (X1) has a dominant influence on satisfaction work on employees of PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang (Y). this means that the independent variable job description (X1) has a dominant influence on job satisfaction (Y). In addition, it can also be seen from the standardized coefficient of job description (X1) with a value of (0.587) > organizational culture (X2) with a value of (0.431), this means that the job description independent variable (X1) has a dominant influence on satisfaction work on employees of PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang (Y). this means that the independent variable job description (X1) has a dominant influence on job satisfaction (Y). In addition, it can also be seen from the standardized coefficient of job description (X1) with a value of (0.587) > organizational culture (X2) with a value of (0.431), this means that the job description independent variable (X1) has a dominant influence on satisfaction work on employees of PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang (Y). Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang (Y). Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang (Y).

Based on the results of the first hypothesis test, it shows that the variable X1 (job description) has a significant effect on job satisfaction at PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang. This is in line with research conducted by Azhary et al (2014) which states Job Description has an indirect

influence on organizational effectiveness. Job Description's indirect contribution to organizational effectiveness through job satisfaction is 8.64%. Shows that the Job Description through job satisfaction has an important influence in increasing organizational effectiveness in the PGT Department of PT. Chevron Pacific Indonesia. In addition, the results of this study are also in line with the results of the study Supriyadi et al. (2020); Gafan et al (2021) which shows that job description has a significant and positive effect on employee job satisfaction.

Based on the results of the second hypothesis test, it shows that the variable X2 (organizational culture) has a significant effect on job satisfaction at PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang. This is in line with research conducted by Herawan et al. (2015) which states that there is a positive and significant influence on the Organizational Culture factor on Employee Job Satisfaction at PT Bank Rakyat Indonesia (Persero), Tbk Malang Kawi City Branch Office. Besides that, the results of this study are also in line with what is stated with (Primasheila et al (2018); Bimasari & Yuniar (2021) that organizational culture has a significant positive influence on employee job satisfaction.

### **CONCLUSION**

Based on the results of data analysis in this study, it concludes that:

- a. Job description variable and organizational culture has a partially significant effect on job satisfaction of employees of PT.

Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang.

- b. Job description variable and organizational culture has a significant effect simultaneously on job satisfaction of employees of PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang.
- c. Job description variable is the variable that most dominantly influences job satisfaction of employees of PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang.

### **Suggestion**

To increase employee job satisfaction PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang which is ultimately expected to improve employee performance, it is suggested to PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang to further clarify the job description to each employee according to their respective fields so that it will facilitate the implementation of work supported by the development of an organizational culture that supports comfort for employees in carrying out their work.

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**Effect of Leadership Style, Compensation on Commitment and its  
Implementation on Employee Performance  
(Case Study of Mitra Sejahtera Cooperative Employees PT Denso Group  
Indonesia)**

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**ABSTRACT**

*This observation intends to be able to determine the effect of leadership style, compensation on commitment and its implementation on the performance of Employees of the Mitra Sejahtera Cooperative PT. Denso Group. The total population in this study was 128 people with the determination of the number of samples using the slovin formula which produced 115 respondents. This study uses the Structural Equation Modeling (SEM) analysis model to be able to find out how much influence the independent has on the dependent variable through the intervening variable, carried out using the Lisrel 8.8 program. This research test succeeded in concluding that Leadership Style has a substantial effect on Commitment. Compensation has no substantial effect on Commitment. Leadership style has no significant effect on performance. Compensation turned out to have a positive and significant effect on performance. Commitment has a positive and substantial effect on performance. Leadership Style, Compensation has a substantial effect on Commitment. Meanwhile, Leadership Style, Compensation, Commitment have a substantial effect on performance. Then the Commitment variable becomes a mediator between the Leadership Style and Performance variables. And the Commitment variable becomes a mediator between the Compensation variable on performance.*

**Keywords: Leadership Style, Compensation, Commitment, Performance**

## **INTRODUCTION**

Human resource management, also known as HRM (Human Resource Management), is similar to science and art in being able to manage roles and employee relations effectively to achieve corporate, organizational and societal objectives.(Hidayat et al., 2022). According to Susan, (2019). "Human resource management is the process of acquiring, training, evaluating and compensating employees and managing labor relations, health and safety, and justice-related matters."(Hidayat et al., 2022).

Mitra Sejahtera Employee Cooperative (K2MS) PT. Denso Group is an agency under the auspices of PT. Denso Group. The Mitra Sejahtera Employee Cooperative (K2MS) was created to meet all the needs of employees of PT. Denso Group. Starting from basic needs, personal needs, to daily needs. The Mitra Sejahtera Employee Cooperative (K2MS) was ratified in 2017, this relatively new Employee Cooperative requires adaptation from various aspects, one of which is good HRM (Human Resource Management)/HR management, this is a vital factor for an organization/entity/company to increase productivity. Employees of the Mitra Sejahtera Cooperative (K2MS) also need their rights for the continuity of their work, resulting in high performance from these employees. Performance can be influenced by several factors, including how the company's leadership style is and how the compensation is. If employees in a company can properly complete all the work given by the company, it is

certain that these employees have a high sense of responsibility and commitment to their work.

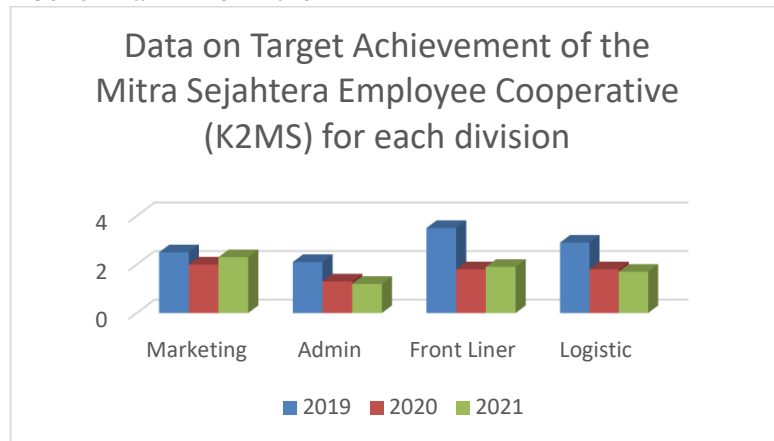
The success of an organization/company can be seen from the performance produced by its employees. If the performance of an employee is good, it is not difficult for the company to achieve goals and targets more quickly and easily, but if the performance of a company's employees is bad, the opposite is true. Therefore, a company should maintain and improve the performance of its employees.(Nugraha & Tjahjawati, 2018). Gordon said in Nawawi (2006: 63) "performance is a function of the ability of workers to accept work goals, the level of achievement of goals and the interaction between goals and employee abilities". So the conclusion is that employees play an important role in carrying out the activities of a company, so that the company can grow, survive and improve the continuity of the work system within a company.(Piyu, nd).

Problems arise due to decreased employee performance, with decreased employee performance can affect the achievement of company/agency/organization targets, as a result the company/agency/organization suffers losses because targets are not achieved. Performance is influenced by many factors, namely as follows leadership style, discipline, compensation, motivation. Based on the employee performance diagram data of the Mitra Sejahtera Cooperative (K2MS) PT. Denso Group shows that the reduction in the target of achieving the share every year. Based on the data below, it can



be seen that in the last 2 years the target achievement of employees for each section has decreased. The percentage of target reduction can be used as a benchmark for the

performance of a company/agency/organization. The reasons for the reduction in targets varied.



Source: Mitra Sejahtera Employee Cooperative (K2MS) PT. Denso Group 2021

Figure 1. Data Mitra Sejahtera

According to existing research, the performance of an employee can be influenced by the level of organizational commitment. According to (Akbar et al., 2017) from the journal Allen and Meyer (1990), "the following indicators can serve as a benchmark for organizational commitment: Indicators of affective commitment based on personal characteristics and work experience. The size and/or number of individual side bets, as well as perceptions of a lack of other job options, are indicators of subsequent continuance commitment. Individual socialization experience before joining the organization (experience in the family or socialization) and after joining the organization is the next indicator of normative commitment.

Leadership is very closely dependent on the development of organizational activities and activities, and a good leadership style can encourage every subordinate to

continue to do their job well, in accordance with the demands of each company, so that the company can continue to develop and progress along with maximizing employee performance, maximizing its employees and decisions made by the company. Priyono, (2016) in (Said & Astutik, 2020) "Leadership in question is the ability possessed by a person to be able to influence other people so that they can work according to the reference and be able to achieve the goals and objectives set by the company."

In a company that has implemented the right placement starting from the recruitment process, and is considered to be able to manage HRM (Human Resource Management) / HR in a more organized and directed manner. The company's focus is not only on improving the quality and placement of an individual, but the company's focus is also on the factor of

leadership style as a company policy that is also important.

Employees are an integral part of the business which makes a significant contribution to achieving its goals. There are undoubtedly many differences between each employee, including gender, needs, and skills. Compensation is one way companies can recognize employee performance and act as an achievement or reward. Employees will try to give their best performance as a form of reciprocity from the company's awards, and maintain the enthusiasm and motivation of workers, if awards and recognition are given.

## **LITERATURE REVIEW**

### **1. Employee performance**

According to (Fajrin et al., 2018) When an employee comes to carry out a task or do his job, the performance of the employee can be guided by an increase in the manifestation of employee responsibility in a unit of time. Therefore, great execution is ideal execution, according to existing hierarchical guidelines and supports the achievement of organizational goals. According to Bangun (2012:233) in (Akbar et al., 2017) There are 5 indicators to be able to measure employee performance, namely as follows:

a. Number of jobs: The number of jobs created by each employee is indicated in this dimension. Each job has various prerequisites so that representatives are forced to work according to their capacities and talents. As a result, the business can determine the number of units it

can complete and the number of employees needed to carry out its responsibilities.

- b. Quality of work: For employees to produce the high quality work that the company expects, they must meet certain requirements. Each employee must conform to specific quality standards for his work. If employees are able to produce work that meets the company's quality standards, they can perform well.
- c. Work time management: Some jobs require completion by a certain date. This can hinder other work if the task is not completed within the allotted time. The quantity and quality of work can then be affected. Certain types of products can only be used for a certain amount of time, so it is important to finish them in time as they affect how they are used. On this dimension, workers must be able to complete their work on time.
- d. Attendance of Employees: Almost all jobs require the presence of employees to complete the job within a set timeframe. However, there are some jobs that require employees to be present at least eight hours per day in five working days. where employees attend work can have an impact on their performance.
- e. Good teamwork skills: to work with others Not all tasks can be completed by one person. In addition, there are some tasks that require teamwork.

Therefore, effective cooperation is needed to solve it. The capacity for cohesiveness among colleagues can also be used as a benchmark for employee performance

## 2. Organizational Commitment

Satisfaction at work is a result of an employee's perception of the value they place on their profession.

General acknowledgement in the field of organizational behavior that job satisfaction is the most important and prevalent employee attitude. Despite the fact that analysis theoretical has criticized satisfaction work for being too narrow conceptually, there are three generally accepted dimensions for satisfaction work. First, job satisfaction is an emotional reaction to the job situation. Therefore, no could be observed that could only be concluded. Second, job satisfaction is frequently determined by the degree to which positive outcomes meet or exceed expectations. Third, work satisfaction represents a number of attitude-related variables (Luthans, 2011).

A person's commitment to the organization can be seen as an introduction to organizational values and a sign that they truly value their work and organization. To assist the organization in achieving its goals, one will try to put in as much effort as possible.

According to (Basna, 2016) Organizational commitment is the most powerful motivator that can influence individual desires to have better performance, optimize

efficiency and be able to develop existing capabilities. According to (Parinding, 2017) "A measure of an employee's willingness to remain with the company in the future is organizational commitment. Employees' belief in the mission and goals of the organization, the willingness to work hard to complete the tasks at hand, and the desire to keep working are often reflected in commitment." Employees who have been working for a company for a long time are those who have matured personally within the company, and those who are committed to a team usually have a higher level of commitment.

Porters et al. (1973) in (Diana Sulianti KL Tobing, 2009) stating organizational commitment is defined as a person's relative or relative energy in a particular organization and their involvement in that organization. It is based on three psychological factors:

- 1) high will to organization
- 2) willingness to make every effort for the benefit of the organization
- 3) sure, certain, and able to accept the desired values and target

## 3. Leadership Style

According to (محمود, 2008) "The leader's job is to support and train subordinates to be competent, as well as provide opportunities to grow and develop by anticipating every challenge and opportunity to work independently." According to (Sugiarti, 2020) The leadership used by the organization and employee motivation are two factors that can be used to increase

performance. According to (Jamaludin, 2017) "The behavior of a leader regarding his capacity to direct and influence his subordinates in the implementation of their responsibilities is exemplified by his leadership style."

According to (Setiawan & Primary, 2019) in Kartono (2008: 34) interprets indicators of leadership style, namely:

1. Can make their own decisions
2. Can provide motivation
3. Able to communicate well
4. Able to manage subordinates
5. Responsible
6. Able to control emotions

### **Compensation**

According to Rivai and Sagala (2011: 741) in (Retnoningsih et al., 2016) The term "compensation" refers to payments made by an employer to employees in return for achieving certain objectives. According to (Agathanisa & Prasetyo, 2018) According to the Circular Letter of the Minister of Manpower No. Income can be distinguished into wage income and non-wage income in accordance with SE-07/MEN/1990 concerning wage classification. Wages are a form of income which includes:

1. Main Pay
2. Constant subsidies
3. Subsidies are not constant

And for non-paid income includes:

1. Accommodation

2. Commission
3. Holiday subsidies
4. Incentives

In the journal Sedarmayanti (2016: 241-243) in (Nugraha & Tjahjawati, 2018) types of compensation namely:

- 1) Guarantees are considered indirect compensation because they are usually not related to performance at work.
  - a. Liability Guarantee
  - b. Employee safety
  - c. Paid holidays
  - d. Cafeteria guarantee: Working hours are appropriate

- 2) Complementary Compensation  
In most cases, there is no direct correlation between employees' compensation and their performance. Because it is mandated by the government and has the potential to influence employee attitudes, complementary compensation is considered significant. Internal conflicts and demands from unions.

Departing from the theoretical review that has been described, that leadership style and compensation affect work commitment in part or at the same time. This will, in turn, implement performance, which has a partial and simultaneous impact. The flow chart below provides an illustration of the previous framework.

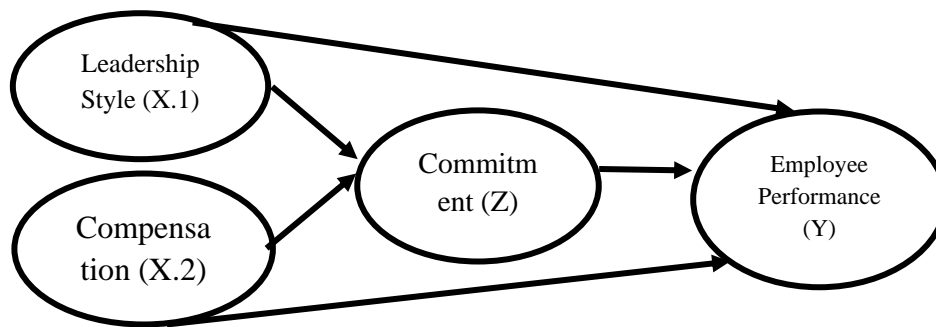


Figure 2. Theoretical Thinking Framework

**RESEARCH METHODS**

The variables used in this study are the Leadership Style variable (X.1) and the Compensation variable (X.2), namely as the independent variable, the Employee Performance variable (Y) as the dependent variable, and the Commitment variable (Z) as the intervening variable.

The population taken in this study is all employees of the Mitra Sejahtera Cooperative (K2MS) of PT. Denso Group, namely as many as 128 employees. The quantitative method is the method used in this research where to test a theory or explain statistics to show the relationship between the variables to be studied, by taking samples using SEM mode and processing using the Lisrel application version 8.8, with the number of samples determined by the Slovin formula as many as 115 respondents and data collection is done by distributing questionnaires. Sample measurement according to slovin's opinion.

$$n = N / (1 + (N \times e^2))$$

**RESULTS AND DISCUSSION**

The measurable strategy used to test speculation in this review uses the multivariate Primary Condition

Based on field data, the number of employees in the Mitra Sejahtera Employee Cooperative (K2MS) is 128 employees. Researchers chose a sample of 115 employees to be respondents in the study using the Slovin formula which has an error rate of 5%. In gathering information, creators use information selection strategies:

- a. A questionnaire, in which a set of questions is sent to each respondent who meets predetermined criteria, collects data directly.
- b. Interviews, in particular, the authors conducted interviews with employees based on criteria, including employment for more than one year. The poll was circulated by scientists using a Likert scale (focus 1-5) to measure social distinctiveness by glimpsing impressions at PT. Denso Group. Each variable that needs to be measured will be put into a group called variable indicators, which will be the statement instrument for the research questionnaire.

Demonstrating (SEM) procedure with the help of the Lisrel 8.8 application. Therefore, the goodness of fit criteria must be used to assess the suitability

of the model in this study. According to Sudirman et al., (2020) in Santoso (2018) states that suitability must be evaluated using several criteria, including: The model is considered good if the RMSEA value is close to 1, and the GFI and AGFI values must also be close to 1 to indicate a fit model.

**Validity test**

The accuracy and benchmarks of a company are determined through this test. This validity test is used to determine the validity of a questionnaire and what you want to measure. The purpose of testing the validity of the questionnaire is to greater than 0.50.

determine the validity of the questions asked to research subjects. With a note, instrument items or questions are considered valid if they are correlated with a total score in r count greater than r table, whereas conversely instruments or question items that are not correlated with a total score in r count less than r table are considered invalid. Lisrel 8.8 application is used for validity testing methods. Criteria for testing the validity of the decision based on the factor loading value. Statement items are generally considered valid if the loading factor value is

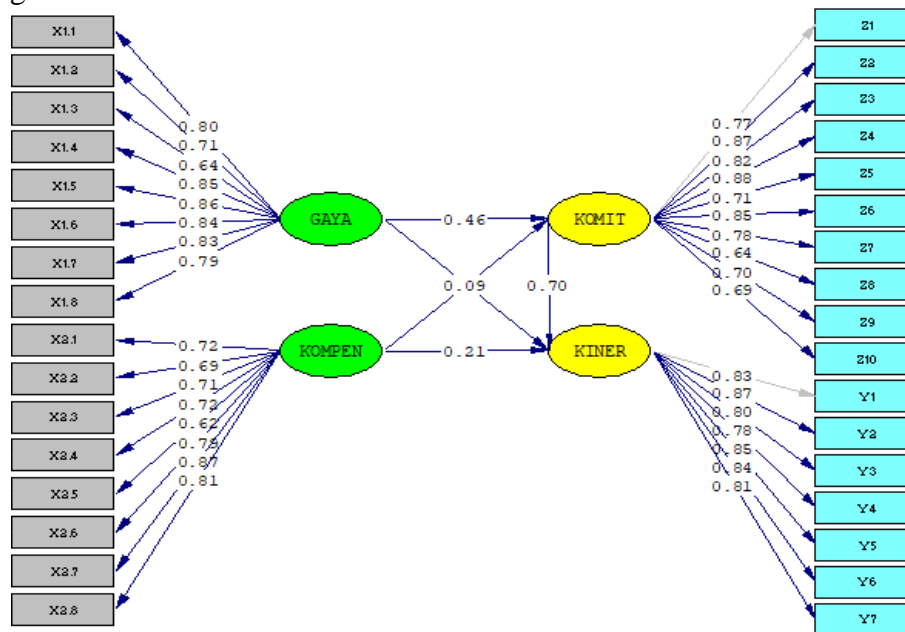


Figure 3. Full Model

The data above is data that has been modified by removing items that are less than 0.50. The findings of the validity test show that all statement items in each construct have a factor loading greater than 0.50, so that the findings of the validity test can be said to be valid.

**Reliability Test**

In essence, the reliability test

tests the ability of indicators to measure theoretical concepts. The variable is said to be reliable if the Cronbach Alpha value is greater than 0.70.

**Hypothesis testing**

After processing the data using the Lisrel 8.8 application, the following results are obtained:

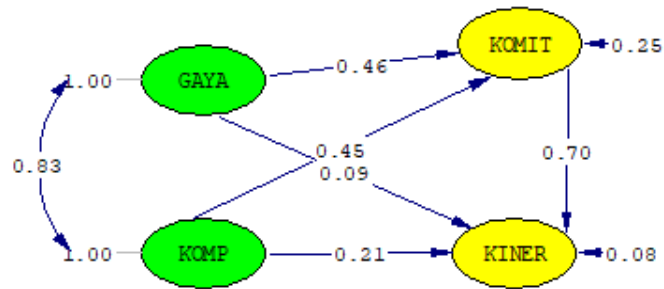


Figure 3. Structural Model Estimates Standardized Solution

Structural Equations

$$\begin{aligned}
 \text{KOMIT} &= 0.46 \cdot \text{GAYA} + 0.45 \cdot \text{KOMPEN}, \text{ Errorvar.} = 0.25, R^2 = 0.75 \\
 &\quad (0.12) \quad (0.12) \quad (0.054) \\
 &\quad 3.92 \quad 3.80 \quad 4.54 \\
 \\ 
 \text{KINER} &= 0.70 \cdot \text{KOMIT} + 0.093 \cdot \text{GAYA} + 0.21 \cdot \text{KOMPEN}, \text{ Errorvar.} = 0.082, R^2 = 0.92 \\
 &\quad (0.10) \quad (0.089) \quad (0.083) \quad (0.023) \\
 &\quad 6.66 \quad 1.05 \quad 2.52 \quad 3.65
 \end{aligned}$$

Figure 4. Structural Equations

The significance of the independent variables relative to each of the dependent variables can be demonstrated using the T statistical test. In this study, the significance level was 5%. If t-count is greater than t-table, then the independent variables affect the dependent variable, variable, and vice versa.

**First hypothesis:** The tcount test for the Leadership Style variable (X.1) is 3.92. Because the calculated t value is greater than t table (3.92 > 1.9) it can be concluded that the Leadership Style variable (X.1) has a substantial effect on the Commitment variable (Z). This shows that an increase in Leadership Style (X.1) will result in an increase in Employee Performance, while a decrease in Leadership Style (X.1) will result in a decrease in Employee Performance. Hypothesis 1 is valid.

**Second hypothesis:** The tcount test for the Compensation variable (X.2) is 3.80. Because the calculated t value is greater than t table (3.80 >

1.9) it can be concluded that the Compensation variable (X.2) has a substantial effect on the Commitment variable (Z). This shows that an increase in compensation (X.2) will result in an increase in employee performance, while a decrease in compensation (X.2) will result in a decrease in employee performance. Hypothesis 2 is valid.

**Third hypothesis:** The tcount value of the Leadership Style test (X.1) is 1.05. Because the calculated t value is smaller than t table (1.05 < 1.9) it can be concluded that the Leadership Style variable (X.1) has no substantial effect on the Performance variable (Y). Hypothesis 3 is invalid.

**Fourth Hypothesis:** The tcount test for the Compensation variable (X.2) is 2.52. Because the calculated t value is greater than t table (2.52 > 1.9) it can be concluded that the Compensation variable (X.2) has a substantial effect on the Performance variable (Y). This shows that an

increase in compensation (X.2) will result in an increase in employee performance, while a decrease in compensation (X.2) will result in a decrease in employee performance. Hypothesis 4 is valid.

**Fifth Hypothesis:** The tcount test for the Commitment variable (Z) is 6.66. Because the calculated t value is greater than t table ( $6.66 > 1.9$ ) it can be concluded that the Commitment variable (Z) has a substantial effect on the Performance variable (Y). Hypothesis 5 Valid.

**Sixth Hypothesis:** The tcount test for the variable Leadership (X.1), Compensation (X2) is 4.54. Because

the calculated t value is greater than t table ( $4.54 > 2.45$ ) it can be concluded that the Leadership variable (X.1), Compensation (X.2) has a substantial effect on the Commitment variable (Z). Hypothesis 6 Valid.

**Seventh Hypothesis:** The tcount test for the variable Leadership (X.1), Compensation (X2), Commitment (Z) is 3.65. Because the calculated t value is greater than t table ( $3.65 > 2.45$ ) it can be concluded that the variables are Leadership (X.1), Compensation (X.2), Commitment (Z). substantially influence the variable Performance (Y) Hypothesis 7 Valid.

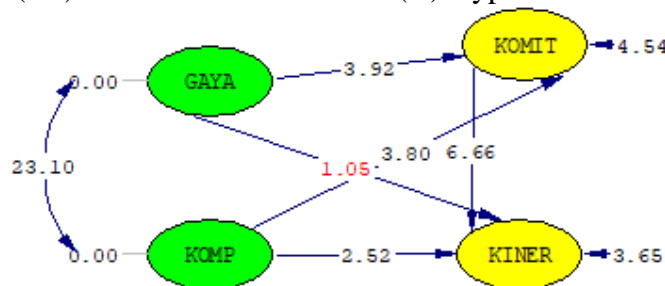


Figure 5. Structural Model Estimates T-Values

## DISCUSSION

### 1. Direct influence and indirect influence between Leadership Style on Employee Performance

- The direct influence of Leadership Style on Employee Performance is  $(0.46)^2 \times 100 = 21.16\%$
- The indirect effect of Leadership Style on Employee Performance through Commitment is  $(0.46) \times 0.70 \times 100 = 32.20\%$
- Based on the percentage above, leadership style cannot improve employee performance either directly or indirectly through

commitment. Therefore, the Commitment variable acts as a mediator in the relationship between Employee Performance and Leadership Style (Mediating).

### 2. Direct influence and indirect influence between Compensation on Employee Performance

- The direct effect of compensation on employee performance is  $(0.21)^2 \times 100 = 4.41\%$
- The indirect effect of compensation on employee performance through the media commitment is  $0.45 \times 0.70 \times 100 = 31.50\%$



- c. Likewise, the direct and indirect influence of compensation on employee performance states that compensation can improve employee performance both directly and indirectly through the medium of commitment, the commitment variable is a mediating variable.

### CONCLUSION

Based on the research findings that have been done, it can be concluded that Commitment (Z) is significantly influenced by Leadership Style (X.1). Commitment (Z) is substantially affected by compensation (X.2). Employee Performance (Y) is not influenced by Leadership Style (X.1). Employee Performance (Y) can be substantially affected by Compensation (X.2). Employee Performance (Y) is substantially influenced by Commitment (Z). Commitment (Z) is substantially influenced by leadership style (X.1) and compensation (X.2). Employee performance (Y) is substantially influenced by leadership style (X.1), compensation (X.2), and commitment (Z). The Commitment variable (Z) acts as a mediator between the Leadership Style variable (X.1) and Employee Performance (Y). And the Commitment variable (Z) becomes a mediator between the Compensation variables (X).

This analysis still has limitations because it only uses two independent variables: Leadership Style (X1) and Compensation (X2) to measure how much influence it has on Employee Performance (Y) and Commitment (Z) at the Mitra

Sejahtera Employee Cooperative (K2MS) PT. Denso Group, so that these two independent variables are still limited in their ability to explain the mediator variable, namely Commitment (Z) and the dependent variable, namely Employee Performance (Y).

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**The Influence of Work Motivation and Leadership Style on The Performance of Educators in Formal Early Childhood Education in Rancasari District, Bandung City**

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**ABSTRACT**

*Educational institutions that are effective or successful when supported by quality human resources and the performance of human resources greatly influence the success of a company without exception. The object of this study is to analyze the effect of work motivation and leadership style on the performance of educators. This research was conducted at the Formal PAUD in Rancasari District, Bandung City. Data was collected through the results of sampling with a self-administered questionnaire filled out by 113 respondents. The research method used is descriptive and verification methods with a quantitative approach. The data analysis technique in this study used multiple linear regression analysis. In this study, researchers used IBM SPSS Statistics as a means of processing SPSS version 28 data. The results showed that work motivation has a positive and significant effect on the performance of educators and leadership style has a positive and significant effect on the performance of educators.*

**Keywords: Work Motivation, Work Discipline, Leadership Style, Educator Performance**

**INTRODUCTION**

The quality and quantity of performance in Human Resources needs to be continuously developed so that the company or organization can grow and be trusted. Quality and quantity must always be measured and have benchmarks. According to Sudarmanto (2009) that to determine the extent to which the existence of the role and contribution of human resources in achieving organizational success, performance measurement is certainly needed. According to Mondy & Noe (2005) performance appraisal is a formal review and evaluation of the performance of individuals or team tasks. Performance is work performance, namely the comparison between actual work results and established work standards. Every company will try to always improve performance. Organizational performance is also indicated by how the process of activities taking place to achieve these goals. In the process of implementing activities, monitoring, assessment and review or review of human resource performance must always be carried out. Through monitoring, measurement and

performance evaluation is carried out periodically to find out the achievement of performance progress, predictions are made whether there are deviations from the implementation of the plan that can interfere with achieving goals.

On the basis of this assessment, a joint review of superiors and subordinates is carried out to find out whether there are errors in the performance process. Based on the review results, feedback is given to make corrections to performance planning and performance implementation. On the other hand, to improve performance, human resource development is always improved through training and development. The problems experienced by Formal PAUD Educators in Rancasari District, Bandung City can be seen from the list of employee performance results which consist of elements of loyalty, work performance, responsibility, obedience, honesty, cooperation, and leadership. It can be seen from the seven elements listed in table 1, do the seven elements experience an increase every year, or vice versa, there is a decrease?

Table 1. Performance of Educators Formal PAUD, Rancasari District, Bandung City

No.	Elements	Average value			
		2020	Category	2021	Category
1	Faithfulness	90	Very good	70	Enough
2	Work performance	84	Well	68	Not enough
3	Responsibility	79	Enough	72	Enough
4	Obedience	79	Enough	71	Enough
5	Honesty	82	Well	75	Enough
6	Cooperation	78	Enough	78	Enough
7	Leadership	85	Well	70	Enough
Amount			577		504
Average		82,43	Well	72	Enough

Based on table 1 above, it can be seen that the performance of

educators in 2020-2021 has decreased by 10.43 and from the seven elements

assessed, namely loyalty, work performance, responsibility, obedience, honesty, cooperation, and leadership. Here it is seen that the elements of responsibility, obedience, and honesty have decreased, although with a slight difference of 7-8. In the element of cooperation, there was no decline and remained stable at a figure of 78. And again there was a decline from the previous year regarding the elements of work performance and leadership, with a difference in numbers of 15-16. And the biggest decrease occurred in the element of loyalty with a difference of

20. From these results it can be seen from the elements of performance appraisal,

Besides being supported by secondary data which states that the performance variable of teaching staff is experiencing problems, it is also supported by a pre-survey of research on 30 Formal PAUD Educators in Kec. Rancasari Bandung City to describe the condition of the performance of educators. The survey was conducted by providing statements related to performance indicators. The following are the results of the pre-survey conducted:

Table 2. Results of the Pre-Survey Questionnaire on the Performance of Formal PAUD Educators district Rancasari Bandung

No	Indicator	YES	NO
		-1	-2
1	The work results are in accordance with the targets set	5	25
2	Get the job done quickly and on time	10	20
3	Conformity of work results with predetermined work tasks	15	15
4	Neatness in doing work.	10	20
5	Knowledge that supports the implementation of daily tasks.	10	20
6	Following work development coaching.	13	17
7	Ability to create new ideas and ideas.	15	15
8	Getting work done in a more creative way.	14	16
9	Willingness to cooperate with others.	17	13
10	Mutual trust in others at work.	15	15
11	Awareness to finish all the work.	12	18
12	Initiative to do work without having to wait for prompts.	15	15
13	Carry out all obligations as an employee.	15	15
<b>Percentage (%)</b>		<b>43</b>	<b>58</b>

Based on table 4 shows the results of a questionnaire regarding work motivation variables. Work motivation shows that the work done is quite challenging with a problem as big as the answer of respondents who answered not motivated by 51.9%. And the lowest work motivation is the lack of willingness of employees to keep working at work even though there are other jobs that are more promising by 30% of the respondents'

answers above. The data shows the low work motivation felt by employees.

Researchers also conducted a pre-survey of 30 formal PAUD educators in Kec. Rancasari Bandung City to describe the Leadership Style that is applied. The survey was conducted by asking questions related to the Leadership Style indicator. Following are the results of the pre-survey conducted:

Table 3. Pre-Survey Questionnaire Results of Formal PAUD Leadership Style Variables district Bandung City Rancasari

No	Indicator	YES	NO
		-1	-2
1	Good relationship between leaders and employees	14	16
2	The attitude of everyday leaders	13	17
3	Leaders set a good example of following the rules	15	15
4	Leader fairness in sanctioning employees	15	15
5	Giving awards for employee achievements	12	18
6	Responsibility for tasks	15	15
7	Providing direction, guidance, to employees	16	14
<b>Percentage (%)</b>		<b>48</b>	<b>52</b>

Source: processed by researchers in 2022

Based on table 5 above, it can be seen that the leadership style used is still not good. This can be seen from the percentage of respondents who answered that the leadership style was good, only 47.6%. Employees or educators still do not get appropriate leadership, such as giving awards for employee achievements which have the lowest percentage of 40%.

According to Robbins (2008) that employee performance is a function of the interaction between ability and motivation. Ermayanti (2001) suggests that understanding motivation, both within the employee and from the environment, can help improve performance. With this motivation, leaders can encourage or mobilize the potential of subordinates to want to work productively and efficiently, so that what the organization has aspired for so far can be achieved. Employees who are motivated can provide their optimal performance in helping the organization achieve its goals.

Each institution has a leader or a leader who is trusted to be responsible and run a company or job field so that it can develop and progress. Leadership style describes a consistent combination of skills, traits and attitudes that underlie a person's behavior (Roscahyo and Prijati, 2013;

Yazid, Musnadi and Chan, 2013; Suleman, 2016; Nisyak and Trijonowati, 2016). The right leadership style will spur the enthusiasm and enthusiasm of employees at work so that they can improve their performance. Roscahyo and Prijati (2013) have examined the effect of leadership style on employee performance which states that leadership style has a significant influence on employee performance.

Educational institutions that are effective or successful when supported by quality human resources. Conversely, companies that fail are due to the performance factors of unqualified human resources. So the performance of human resources is very influential on the success of a company without exception. Other factors that can improve employee performance include leadership style and work motivation. Meanwhile, based on the results of initial interviews, it is known that the leadership style applied and the work motivations it gives to subordinates have not been able to improve good performance in the organization. Based on the research background above,

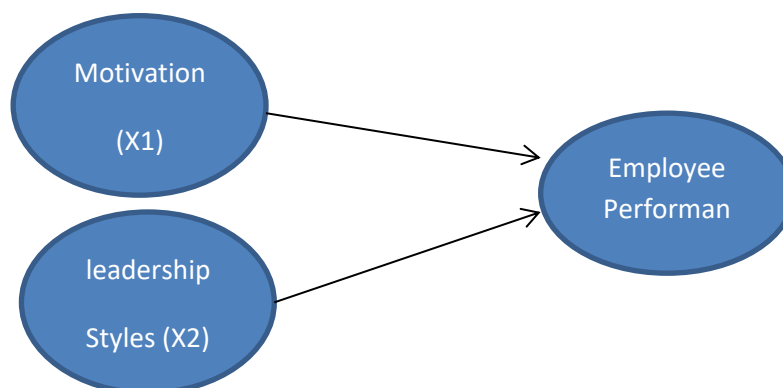
Leadership as a management concept according to Keith (1985) is a person's ability to influence others

in achieving goals with enthusiasm. According to Hasibuan (2008) leadership is the way a person leads to influence the behavior of his subordinates so that they want to work together and work productively to achieve organizational goals. Miftah (2012), states that a good leader must be able to motivate his employees to work. Besides leadership, motivational factors can also affect employee performance. A person's motivation is a potential, where a person is not necessarily willing to exert all of his potential to achieve optimal results, so there is still a need for encouragement so that an employee wants to work according to the wishes of the organization (Cahyono, 2012). Motivation is the impetus for a person to contribute as much as possible to the success of the organization in achieving its goals because achieving organizational goals means achieving the personal goals of the members of the organization concerned (Siagian, 2002). Motivation is the provision of individual encouragement to act which causes the person to behave in a certain way that leads to goals (Aries and Ghozali, 2006). Providing motivation is one of the goals so that motivated employees can work in accordance with the work guidelines and responsibilities given so that company goals can be achieved properly (Nitisemito, 1989) Motivation is the provision of individual encouragement to act which causes the person to behave in

a certain way that leads to goals (Aries and Ghozali, 2006). Providing motivation is one of the goals so that motivated employees can work in accordance with the work guidelines and responsibilities given so that company goals can be achieved properly (Nitisemito, 1989) Motivation is the provision of individual encouragement to act which causes the person to behave in a certain way that leads to goals (Aries and Ghozali, 2006). Providing motivation is one of the goals so that motivated employees can work in accordance with the work guidelines and responsibilities given so that company goals can be achieved properly (Nitisemito, 1989)

Some of the results of previous studies stated that leadership and motivation have a significant positive effect on employee performance. Research conducted by Abbas and Yaqoob, (2009) and Riyadi (2011), Cahyono (2012), Hasbullah et al., (2010), and Putra, (2011), found a positive and significant relationship between leadership style and performance. employee. Furthermore, Riyadi (2011), Baskoro (2009), Zameer et al., 2014), and Cahyono, (2012) found a positive and significant relationship between motivation on employee performance.

Based on the existing phenomena and the results of previous research, a conceptual research framework can be built as follows:



Picture 1. Research Conceptual Framework

**RESEARCH METHODS**

The research method used in this study is a descriptive and verification method with a quantitative approach. Because in this study, the authors tried to describe, interpret the conditions of the relationship variables and test the truth of the hypothesis. The variables studied were Work Motivation (X1) and Leadership Style (X2) as independent/free variables and Performance as the dependent/bound variable (Y). The research was conducted on Formal PAUD teachers located in Rancasari District. To determine the size of the sample from the existing population, the Slovin formula is used (Husein Umar, 2000). In this study, the population of Formal PAUD teachers was 158 teachers, but only 113 Formal PAUD teachers were taken as a sample in Rancasari District, Bandung City.

The dimensions used to measure motivational variables according to Purnama (2008) include: morale; work loyalty; Feelings of pride with achieving goals or targets; Freedom of expression and ideas; Development of potential and ability; Wages or salaries; Prizes or bonuses; Allowances; Employment relations;

Work atmosphere. The dimensions of the Leadership Style variable according to Soekarso (2010) are influence; legitimacy and purpose. While the dimensions of performance variables according to Gomes (2013), are 1) Quantity of work; Quality of work Job; Knowledge; Creativeness; Cooperation; dependability; Initiative, Personal Qualities.

The analysis technique used is multiple regression analysis, before testing the hypothesis, testing the research instrument using validity and reliability is then testing the classical assumptions. The hypothesis testing used is to test the validity of the model and then test the t-test.

**RESULTS AND DISCUSSION**

The characteristics of the respondents were grouped based on gender on male and female from a sample of 113 respondents through questionnaires that had been distributed that out of a total of 113 respondents, 108 people or 96% of them were women, while the remaining 5 people or 4% were men - man. Based on age, it is known that the majority of teaching staff who were respondents in this study were between the ages of 31 to 35 years



with a total of 38 people or 34% of the total respondents. Based on the educational background that as many as 58 people or 51% of the respondents had a Diploma 4 (D4) or Strata 1 (S1) educational background.

**Normality test**

The data normality test is carried out to test the normality of the data distribution, where normal or normally distributed data will focus on the mean and median values

Table 4. Normality Test Results

		Unstandardizedresidual
N		113
Normal Parameters <sup>a,b</sup>	Means	,0000000
	std. Deviation	3.02132212
Most Extreme Differences	absolute	,077
	Positive	,077
	Negative	-0.071
Test Statistics		,077
asymp. Sig. (2-tailed)		,101CD

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

The normality test results in the table above show the Asymp value. Sig. (2-tailed) is 0.101 and has a value of > 0.05 so it can be concluded that

Table 5. Multicollinearity Test Results Coefficients<sup>a</sup>

Model		Collinearity Statistics	
		tolerance	VIF
1	(Constant)		
	Work motivation	,253	3,953
	Style_Leadership	,422	2,369

a. Dependent Variable: Performance\_Educators

From the table above, a tolerance value of 0.253 is obtained for the Work Motivation variable, and 0.422 for the Leadership Style variable. The VIF value for the Work Motivation variable is 3,953 and for

the data is normally distributed and this research model has fulfilled the normality test.

**Multicollinearity Test**

the Leadership Style variable is 2,369. These results can be interpreted that there is no multicollinearity between the independent variables and meets the requirements of the classical multicollinearity assumption because it has a tolerance value greater than 0.10 and a VIF value less than 10.00.

**Multiple Linear Regression Analysis**

Multiple linear regression analysis was used to determine how much influence Work Motivation (X1) and Leadership Style (X2) have on the Performance of Educators (Y) in Formal PAUD, Rancasari District, Bandung City.

Table 6. Multiple Linear Regression Test Results Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error			
1	(Constant)	1.25	2,053		,606	,546
	Work motivation	,447	0.084	,403	5,330	,000
	Style_Leadership	,469	,104	,264	4,501	,000

a. Dependent Variable: Performance\_Educators

The effect value of Work Motivation (X1) and Leadership Style (X2) on the Performance of Educators (Y) can be calculated by the equation:

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 1.245 + 0.447X_1 +$$

**0.469X2**

**Model Feasibility Test (F Test)**

The model feasibility test or better known as the F test is used to assess the feasibility of the regression model that has been formed

Table 7. Model Feasibility Test Results (Test F) ANOVA<sup>a</sup>

Model	Sum of Squares	df	MeanSquare	F	Sig.
1 Regression	5,461,851	2	1,820,617		
residual	1,022,379	110	9,380	194,103	,000b
Total	6,484,230	112			

a. Dependent Variable: Performance\_Educators

b. Predictors: (Constant), Work\_Motivation, Leadership\_Style

Based on the results of table 9 above, the calculated F value is 194.103. Then, compare it with the F Table of 2.69. From these results it can be seen that F Count > F Table, namely 194.103 > 2.69 so it can be concluded that the estimated regression model is feasible. Furthermore, based on the results of the table above it also shows the value of Sig. is equal to 0.000. Because the value of Sig. 0.000 < 0.05, then according to the basis of decision making in the F test, it can be concluded that the hypothesis is accepted or in other words Work

Motivation (X1) and Leadership Style (X2) simultaneously affect the performance of educators (Y).

**Coefficient of Determination**

The coefficient of determination (R Square) is a tool to measure how far the model's ability to explain the variation of the dependent variable. The value of the coefficient of determination is between zero and one. A small R Square value or close to 0 (zero) means that the ability of the independent variables to explain the variation in the dependent variable is very limited.

Table 8. Test Results for the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square	F Change	df1	df2	Sig. F Change
1	,918a	,842	,838	3.06262	,842	194,103	2	110	,000

a. Predictors: (Constant), Motivation\_Work, Style\_Leadership

b. Dependent Variable: Performance\_Educators

Based on the results of calculations using SPSS Version 28.00 in the table above, it is known that the R Square value is 0.842 which

indicates that the effect of the three independent variables on the dependent variable is 84.2%. Meanwhile, 15.8% or the rest is

influenced by other variables not examined. In other words, Work Motivation (X1) and Leadership Style (X2) have an effect of 84.2% on the performance of educators (Y) in Formal PAUD, Rancarasi District, Bandung City.

**Partial Hypothesis Testing (t test)**

The t test basically shows how far the influence of one explanatory or independent variable individually explains the variation of the dependent variable.

Table 9. Hypothesis Test Results (t test)  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	std. Error	Betas	Q	Sig.
(Constant)	1.25	2,053		,606	,546
1 Work motivation	,447	0.084	,403	5,330	,000
Style_Leadership	,469	,104	,264	4,501	,000

a. Dependent Variable: Performance\_Educators

Based on the results of calculations using SPSS in the table above, a hypothesis test can be carried out, namely From the values above it can be seen that the calculated t value obtained by the Work Motivation variable (X1) is  $5.330 > t$  Table (1.98177). In accordance with the criteria, testing the hypothesis that Ho is rejected and Ha is accepted. That is, partially Work Motivation (X1) has a significant effect on the performance of educators (Y). while for the calculated t value, the leadership style variable (X2) is  $4.501 > t$  table (1.98177). In accordance with the criteria, testing the hypothesis that Ho is rejected and Ha is accepted. This means that partially leadership style (X2) has a significant effect on the performance of educators (Y).

**The Effect of Work Motivation on the Performance of Educators**

Motivation relates to efforts to meet needs. The greater the need, the greater the urge in a person to want to do something. Therefore the role of motivation to support success is very important. The essence of leading is how to be able to motivate. The challenge for leaders is how to

motivate their members. The results of this study are in line with research Riyadi (2011), Baskoro (2009), Zameer et al., (2014), and Cahyono, (2012)

**The influence of leadership style on the performance of educators**

Leadership is a person's ability to influence and motivate others to do something according to a common goal. Leadership includes the process of influencing in determining organizational goals, motivating the behavior of followers to achieve goals, influencing to improve the group and its culture. To achieve maximum employee performance or performance, the use of appropriate leadership from superiors is one of the factors that can move, direct, guide and motivate employees to achieve more at work. The results of this study are in line with research Abbas and Yaqoob, (2009) and Riyadi (2011), Cahyono (2012), Hasbullah et al., (2010), and Putra, (2011)

**CONCLUSION**

Based on the results of the previous discussion, it can be concluded that there is an influence of

work motivation on the performance of educators and leadership style has an effect on the performance of educators.

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**The Effect of Work Environment and Communication on Employee Performance in The Quality Control Section at The Decoration Department of PT Lung Cheong Brothers Industrial Kragilan Serang**

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**ABSTRACT**

*This study aims to determine the effect of the work environment and communication on the performance of quality control employees at PT. Lung Cheong Brothers Industrial decoration department. The research method used is quantitative research. The results of the quantitative analysis can be explained that the influence of the work environment and communication is very closely related to employee performance, the leadership of PT. Lung Cheong Brothers Industrial needs to pay attention to employee performance with an adequate work environment so that employees can work optimally.*

**Keywords:** *Work Environment, Communication, and Employee Performance*

## **INTRODUCTION**

The development of the business world is progressing rapidly, this is marked by an increasingly fierce level of competition. Therefore, for companies that have the desire to win the competition, they must be able to improve services and maintain the performance of their employees.

Human Resources (HR) are people who design and produce goods and services, allocate financial resources, control quality, and formulate overall strategies to achieve goals.

In this case the work environment has contributed to improving employee performance. The success of an organization in managing its human resources determines the success of achieving organizational goals. Every organization will always try to improve the performance of its employees, with the hope that the company's goals will be achieved.

Therefore, it is appropriate for the company to provide an adequate working environment for its employees such as a comfortable office layout, workplace decorations, beautiful colors, a clean environment, air circulation in the room, air humidity, temperature or air temperature in the room, adequate lighting or light, melodious music, safety in the workplace, as well as the relationship between fellow employees and the relationship between employees and leaders so that employees who are not optimal at work, by creating an adequate work environment can be more enthusiastic and can optimize their performance.

A work environment that is fun and can meet the needs of employees

will provide a sense of satisfaction and encourage their morale. A work environment that receives less attention will have a negative impact and reduce morale, this is due to employees experiencing distractions in carrying out their duties, resulting in a lack of enthusiasm and a lack of energy and thoughts devoted to their duties.

Internal communication is considered necessary in improving employee performance, because if the communication that exists between leaders and employees and fellow employees is harmonious then it will create a pleasant climate so that employees can be comfortable at work.

Communication that goes well and is supported by a conducive work environment will improve the performance of employees of PT. Lung Cheong Brothers Industrial, especially in the Quality Control section of the Decoration Department. Based on the results of temporary research in the Decoration Department of PT. Lung Cheong Brothers Industrial, where the research was conducted to find out what factors affect employee performance, showed that the Decoration Department of PT. Lung Cheong Brothers Industrial has uncomfortable working conditions such as air conditioners that are not functioning properly, poor air circulation, noise is often heard around the work environment area which can reduce the level of concentration of employees in carrying out their duties and responsibilities as well as the lack of communication between superiors and subordinates, where there are

many misunderstandings (mist understanding) between what is ordered by superiors and what is done by subordinates in carrying out work tasks.

Decoration Department PT. Lung Cheong Brothers Industrial always conducts assessments to measure employee performance by comparing work results in achieving company goals. As a company engaged in the production of children's toys, the main focus is the quality of the toys produced.

Based on the background description, the writer is interested in conducting research by taking the title "The Effect Of Work Environment And Communication On Employee Performance In The Quality Control Section At The Decoration Department Of PT. Lung Cheong Brothers Industrial Kragilan Serang".

**RESEARCH METHODS**

The approach method used by researchers is descriptive with a quantitative approach or statistical data analysis. What is meant by a

quantitative approach is research that focuses on presenting data in the form of numbers or quantitative scoring using statistics.

In this study, the population is the employees of the Decoration section at PT. Lung Cheong Brothers Industrial Kragilan Serang population of 186 people. To determine the sample taken using the slovin formula with a sample taken of 54 people.

**RESULTS AND DISCUSSION**

The results of multiple analysis using the IBM SPSS 23 program can be as follows:

**Normality test**

The normality test aims to test whether the confounding or residual variables in the regression model have a normal distribution, by conducting a Kolmogorov-Smirnov non-parametric statistical test. At least the test method for data distribution is by looking at the significance value of the variable, if it is significantly greater than 0.05 at the 5% alpha significance level, then it indicates a normal data distribution.

Table 1 Normality Test Results

<b>One-Sample Kolmogorov-Smirnov Test</b>		
		Unstandardized Residuals
N		54
Normal Parameters, b	Means	,0000000
	std. Deviation	2.40842479
Most Extreme Differences	absolute	,111
	Positive	,069
	Negative	-,111
Test Statistics		,111
asymp. Sig. (2-tailed)		,097c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

The output results above are known to be sig.  $0.200 > 0.05$  then the data is normally distributed.

**Multicollinearity Test**

The multicollinearity test aims

to test whether the regression model found a correlation between the independent variables.

To detect the presence or absence of multicollinearity in the



regression, it can be seen that if the tolerance value is > 0.10 and VIF < 10, then multicollinearity does not

occur. The results of the multicollinearity test can be seen in the following table:

Table 2 Multicollinearity Test Results

Model	Coefficients <sup>a</sup>					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	tolerance	VIF
	B	std. Error	Betas				
(Constant)	-31,726	7,131		4,449	,000		
1 Work environment	,826	0.08	,770	10.33	,000	,970	1,031
Communication	,690	,099	,520	6,969	,000	,970	1,031

a. Dependent Variable: Employee\_Performance

Based on table 2 above, each VIF value is less than 10 and the tolerance value is more than 0.10 for each variable. So it can be concluded that the regression equation model does not have multicollinearity problems and can be used in this study.

**Correlation Coefficient Test**

The correlation technique used in testing the correlation coefficient is the Pearson's Product Moment

method which aims to determine the level of closeness of the relationship between variables expressed by the correlation coefficient (r) contained in the SPSS program. If the significance value is <0.05 then it is correlated and if the significance value is > 0.05 then it is not correlated.

The results of the correlation coefficient test using the SPSS 25 program are as follows:

Table 3. Correlation Coefficient Test Results

		Work environment	Communication	Employee performance
Work environment	Pearson Correlation	1	-,173	,680**
	Sig. (2-tailed)		,210	,000
	N	54	54	54
Communication	Pearson Correlation	-,173	1	,386**
	Sig. (2-tailed)	,210		,004
	N	54	54	54
Employee performance	Pearson Correlation	,680**	,386**	1
	Sig. (2-tailed)	,000	,004	
	N	54	54	54

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Based on the results of table 4 above, it shows a significance value of the work environment of 0.000 and Communication of 0.000, it can be said that the two independent variables have a relationship with

performance. The Pearson Correlation Work Environment Value is 0.680 and the Pearson Correlation Communication Value is 0.386, so in the guidelines for the degree of relationship it can be said

that the Work Environment Pearson Correlation value is included in the medium correlation category and Communication is included in the strong correlation category.

**Multiple Linear Regression Coefficient Test**

Table 4. Multiple Linear Regression Coefficient Test Results

Model	Unstandardized Coefficients		Standardized Coefficients Betas	t	Sig.
	B	std. Error			
(Constant)	-31,726	7,131		4,449	,000
1 Work environment	,826	0.08	,770	10.33	,000
Communication	,690	,099	,520	6,969	,000

a. Dependent Variable: Employee\_Performance

All regression coefficients for all variables are positive, this illustrates that if leadership and

Testing the hypothesis in this study was carried out using a multiple linear regression analysis model and is a two-tail study with a significance level ( $\alpha$ ) of 0.05. The calculation of the multiple linear regression model was carried out with the help of SPSS 25.

discipline are increased, employee performance will also increase.

**T Test (Partial Test)**

Table 5. T test results

Model	Unstandardized Coefficients		Standardized Coefficients Betas	t	Sig.
	B	std. Error			
(Constant)	31,726	7,131		4,449	,000
1 Work environment	,826	0.08	,770	10.33	,000
Communication	,690	,099	,520	6,969	,000

a. Dependent Variable: Employee\_Performance

**Summary models**

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,851a	,725	,714	2,455

a. Predictors: (Constant), Communication, Work\_Environment

Based on the basis of decision making: it is known that the t value of the work environment variable is  $10.328 > t$  table 2.007, it is concluded that there is an influence of the work environment on employee performance. The t value of the communication variable is  $6.969 > t$  table 2.007, it can be concluded that communication has an effect on employee performance. The influence

of the work environment and communication on employee performance is 71.4%, the rest is influenced by other factors of 28.6%.

**Simultaneous F Test**

Based on the output of SPSS 25, the F test results of the Work Environment (X1) and Communication (X2) variables on Employee Performance (Y) are as follows:

Table 6. Simultaneous Hypothesis Test F-test

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	MeanSquare	F	Sig.
1	Regression	809,610	2	404,805	67,154	,000b
	residual	307,427	51	6,028		
	Total	1,117,037	53			

a. Dependent Variable: Employee\_Performance

b. Predictors: (Constant), Communication, Work\_Environment

**Summary models**

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,851a	,725	,714	2,455

a. Predictors: (Constant), Communication, Work\_Environment

In the simultaneous test the value of sig.  $0.000 < 0.005$ , so the conclusion is that simultaneously Work Environment (X1) and Communication (X2) have a significant influence on employee performance (Y). The magnitude of the simultaneous influence of the Adjusted R Square value is 0.714, if multiplied by 100 it is 71.4%. From the conclusion, the contribution of the Work Environment (X1) and Communication (X2) simultaneously is 71.4 and the rest is influenced by other factors of 28.6%.

**DISCUSSION**

After carrying out various hypothesis tests, the results are obtained which will be presented in this discussion. From these results will answer the questions described earlier in the formulation of the problem in this study. The results of this study include:

1. The influence of the work environment on employee performance has the effect of this being proven by the results of the t test. It is known that the significance value for the effect of X1 on Y is  $0.000 < 0.05$  and the t-value is  $10.328 >$  the t-table value is 2.007, so it can be concluded that H1 is accepted, which means

that there is an influence of X1 on Y.

2. The influence of communication on employee performance has no effect, this is proven by the results of the t test. It is known that the significance value for the effect of X2 on Y is  $0.000 < 0.05$  and the t-value is  $6.969 >$  the t-table value is 2.007 so that it can be concluded that H2 is accepted, which means that there is an influence of X2 on Y.
3. Taken together, the influence of the work environment and communication has an influence on employee performance. Based on the output above, it is known that the significance value for the influence of X1 and X2 simultaneously on Y is  $0.000 < 0.05$  and the calculated F value is  $44.482 >$  F table 3.14 so that it can be concluded that H3 is accepted, which means that there is an effect of X1 and X2 simultaneously on Y

**CONCLUSION**

Based on the results of the research and discussion in this thesis entitled "The Influence of the Work Environment and Communication on Employee Performance in the Quality Control Section of the Decoration Department of PT. Lung Cheong

Brothers Industrial” which has been stated in the previous chapter of the research can be concluded as follows:

1. There is an influence of work environment variables on the performance of employees in the quality control section of the decoration department of PT. Lung Cheong Brothers Industrial Kragilan Serang.
2. There is an influence of communication variables on the performance of employees in the quality control section of the decoration department of PT. Lung Cheong Brothers Industrial Kragilan Serang.
3. Taken together, the work environment and communication variables have a significant effect on the performance of employees in the quality control section of the decoration department of PT. Lung Cheong Brothers Industrial Kragilan Serang.

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