

## THE INFLUENCE OF LEADERSHIP STYLE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE IN PT METEOR INNOVATION DIGITAL TANGERANG

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### ABSTRACT

*The aim of this research is to determine the influence of leadership style and work environment on employee performance at PT Meteor Innovation Digital Tangerang, both partially and simultaneously. The method used is an associative quantitative method. The sampling technique used was nonprobability sampling and sample determination used saturated sampling with a sample size of 54 respondents. Data analysis uses validity tests, reliability tests, classical assumption tests, regression analysis, correlation coefficient analysis, coefficient of determination analysis and hypothesis testing. The research results show that leadership style has a positive and significant effect on employee performance. Where the regression equation value  $Y = 25.834 + 0.431X_1$  is obtained, the correlation coefficient is 0.545, meaning that the two variables have a medium level of relationship. The determination value or contribution of the influence of leadership style ( $X_1$ ) on employee performance ( $Y$ ) is 29.7% while the remaining 70.3% is influenced by other factors. Hypothesis testing obtained a calculated  $t$  value  $> t$  table or ( $4.682 > 2.007$ ), this was also strengthened by the  $p$  value  $< \text{Sig}.0.05$  or ( $0.000 < 0.05$ ), thus  $H_0$  was rejected and  $H_1$  was accepted. The work environment has a positive and significant effect on employee performance. Where the regression equation value  $Y = 23.827 + 0.327X_2$  is obtained, the correlation coefficient is 0.575, meaning that the two variables have a medium level of relationship. The determination value or contribution of the influence of the work environment ( $X_2$ ) on employee performance ( $Y$ ) is 33.1% while the remaining 66.9% is influenced by other factors. Hypothesis testing obtained a calculated  $t$  value  $> t$  table or ( $5.071 > 2.007$ ). This was also confirmed by the  $p$  value  $< \text{Sig}.0.05$  or ( $0.000 < 0.05$ ), thus  $H_0$  was rejected and  $H_1$  was accepted. Leadership style and work environment have a positive and significant effect on employee performance. With the regression equation value  $Y = 21.380 + 0.225X_1 + 0.216X_2$ . The correlation coefficient value or level of influence between the independent variable and the dependent variable is 0.611, meaning that the leadership style variable ( $X_1$ ) and work environment variable ( $X_2$ ) on the Employee Performance variable ( $Y$ ) have a strong level of relationship. The coefficient of determination or contribution of simultaneous influence was 37.4%, while the remaining 62.6% was influenced by other factors that were not researched. Hypothesis testing obtained a calculated  $F$  value  $> F$  table or ( $15.221 > 3.180$ ), this was also confirmed by  $p$  value  $< 0.05$  or ( $0.000 < 0.05$ ). Thus  $H_0$  is rejected and  $H_3$  is accepted. This means that there is a simultaneous positive and significant influence between leadership style and work environment on employee performance at PT Meteor Innovation Digital Tangerang..*

**Keywords:** leadership style, work environment, employee performance

## INTRODUCTION

Along with the development of science and technology (IPTEK) and the era of free competition as is happening today. Companies are required to continue to improve their performance in order to survive and adapt to increasingly competitive business competition. This is due to technological advances and increasingly rapid changes in the business environment, which requires companies to always provide the best service and also improve the quality of human resource development so that they can continue to compete with their competitors. Therefore, companies need human resources who have potential, so they can make the best contribution to the company.

With the support of quality human resources, it is hoped that they can play an active role as planners, implementers and supervisors of all company management activities. Therefore, to create high quality human resources, appropriate education is needed, namely through ongoing employee training and development programs. To support this, good human resource management is needed in the company. According to Hasibuan (2017:10) "Human resource management is the science and art of managing the relationships and roles of the workforce to actively and efficiently help realize the goals of the company, employees and society". Because human resources are an important asset for the company. If a company is able to manage human resources well, it will indirectly be able to improve the quality of the company's overall performance.

PT Meteor Innovation Digital, is a company that provides platform as a service (PaaS) services that enable industry stakeholders to turn business ideas into digital services, whose address is The Icon BSD, Jalan Horizon Broadway M3/7, Sampora, Cisauk, Tangerang Regency, Banten. In an effort to improve its service to customers, the company always prioritizes optimal results and is supported by competent professional staff, so that it is able to provide the best service for customer comfort and satisfaction. So, to realize this mission, it is necessary to improve service quality, which is assessed through employee performance.

Based on the results of initial observations made by the company management and personnel department, data was obtained on the performance assessment of PT employees. Meteor Tangerang digital innovation, with the results of employee performance assessment observations, as follows:

**Table 1.** Employee Performance Assessment PT Meteor Innovation Digital Tangerang  
2018-2020

No.	Indicator Evaluation Performance	2018		2019		2020	
		Performance Assessment (%)	Remarks	Performance Assessment (%)	Remarks	Performance Assessment (%)	Remarks
1	Work Quality	80%	Good	82%	Good	76%	Good
2	Work Quantity	78%	Good	80%	Good	72%	Sufficient
3	Responsibility	90%	Very good	91%	Very good	85%	Good
4	Team Work	83%	Good	85%	Good	75%	Sufficient
5	Initiative	76%	Good	73%	Sufficient	68%	Sufficient
Amount		407		411		376	
Average		81.4 %	Good	82.2%	Good	75.2%	Sufficient
Respondents		62 Employees		68 Employees		54 Employees	

Criteria (%): <50=very less, 51-60=Less, 61-75=Sufficient, 76-89=Good, 90-100=Very good  
Source: HRD of PT Meteor Inovasi Digital Tangerang Year 2018 until 2020 (Data is processed)

Based on table 1., it can be seen that the percentage of employee performance assessment results at PT. Tangerang Digital Innovation Meteor, in 2018 was good, reaching an average of 81.4% and in 2019, experienced an increase of 0.8% to 82.2% and it can be said that employee performance was good. However, in 2020 the employee performance assessment decreased quite drastically, to 75.2%. This decline can be seen in indicators of work quality, work quantity, responsibility, cooperation and initiative. This is because in 2020 there was the Covid-19 pandemic, which caused many employees to be laid off and several employees to work WFH (work from home), thus reducing the quality of employee performance in the company. Based on these results, it shows that the performance of PT employees. Meteor Digital Innovation Tangerang, still needs to be improved in order to achieve the targets expected by the company.

Based on the results of observations, several problems were found that need to be paid attention to by PT management. Tangerang Digital Innovation Meteor, which is related to employee performance. The problems that arise are that there are still employees who are not able to complete the tasks given in a timely manner and also a lack of employee understanding in creating software programs/applications according to client requests. Then there are still employees who complete work with results that do not match the targets set by the company so that the work results are considered less than optimal. Employee responsibility in completing work is good, but still needs to be improved in order to achieve optimal results. The lack of good

communication between employees has resulted in a decrease in the level of cooperation between employees and there are still employees who have not been able to implement SOPs properly according to the standards determined by the company, resulting in less than optimal work results. Apart from that, optimal monitoring and evaluation of employees has not been carried out, which has resulted in a decline in employee performance. Employee monitoring and evaluation is useful as a benchmark for the success of the program or policy being implemented. Monitoring and evaluation play a very important role and have a positive impact on employee performance. With good employee monitoring and evaluation, it is hoped that work can be more controlled so that employees will feel satisfied with the results of their work so that they can support improved service to customers and support overall company performance. The results of these observations indicate that there are problems related to declining employee performance.

One of the factors that influences the decline in employee performance is the lack of a leadership role in implementing a leadership style that is appropriate to the conditions occurring in the company. A leader should be able to provide direction and motivation and be able to provide the right input so that employees can complete the tasks given to them well, and are expected to be able to bring out their best abilities so that they can contribute optimally to the company.

Looking at the conditions that occur in the application of leadership styles in PT. Tangerang Digital Innovation Meteor. So herewith, the author attaches data from the results of the pre-survey regarding the application of the company's leadership style to 35 PT employees. Digital Innovation Meteor in 2021, which can be seen in table 2. as follows:

**Table 2.** Pre-Survey Data of Leadership Style at PT Meteor Inovasi Digital Tangerang 2021

No.	Statement	Answer (%)		Respondent	Target in %
		Agree	Disagree		
1	Leaders ask subordinates' opinions first on important issues before deciding.	47%	53%	35 persons	100%
2	Leaders give appreciation/support to their subordinates who can complete work with good results.	76%	24%	35 persons	100%
3	Leaders always supervise the work of subordinates	94%	6%	35 persons	100%

No.	Statement	Answer (%)		Respondent	Target in %
		Agree	Disagree		
4	Establishing effective communication between leaders and subordinates	35%	65%	35 persons	100%
5	Leaders are able to control emotions if a problem occurs.	63%	37%	35 persons	100%

Source: pre-survey results data that the author has processed in 2021

Based on table 2. above, the data is the result of a pre-survey of 35 respondents regarding the application of leadership styles at PT Tangerang Digital Innovation Meteor in 2021. In the 1st statement instrument, respondents who answered agreed were 47% and not 53%, then in the 2nd statement instrument, respondents who answered agreed were 76% and not 24%, then in the instrument to the 3rd statement, 94% answered agree and 6% answered no, then on the 4th statement instrument, 36% answered agree and 64% did not, then on the 5th statement instrument 63% answered agree and answered no by 37%. From these results it can be concluded that the 1<sup>st</sup>, 2<sup>nd</sup>, 4<sup>th</sup> and 5<sup>th</sup> statement instruments have not met the company's achievement targets. If you look at the table, it shows that the leader has not implemented an optimal leadership style with the employees and there are still several things that need to be improved/improved, so that this can affect employee performance.

Another important factor that can influence the decline in employee performance is the work environment within the company. According to Nitisemito in Sunyoto (2015:38) "the work environment is everything that is around employees and can influence them in carrying out their assigned tasks". Based on the opinion above, it can be concluded that the work environment is everything that is around the employee while working, both physical and non-physical, which can influence him in carrying out his daily tasks and work. By paying attention to a good work environment, employee morale can be maximized, which is expected to have an influence on improving employee performance within the company.

Based on the results of observations of the work environment at PT Meteor Innovation Digital Tangerang, obtained work environment data that can influence employee performance in the company, which is described in the work environment table as follows:

Table 3. Work Environment Observation Results of PT Meteor Inovasi Digital Tangerang  
Year 2021

No.	Indicator Work environment	Description Standard	Condition	Remarks
1	Maintaining good relationships and communication between employees and with leadership.	Maintaining good relationships and communication between employees and with leadership.	Conditions in the workplace, there are some employees who tend to be less proficient in communicating, so that relationships between employees are less tight and reduce the level of cooperation between employees.	No good
2	Noise level	Noise level in the working environment is a maximum of 85 dBA	The noise level in the workplace reaches 85 dBA	Good
3	Work regulations	Company work regulations are based on SOPs and regulations made internally by company management.	Conditions that occur in the work environment are that there are still some employees who have not been able to fulfill the SOPs set by the company, thus causing frequent miscommunication and work not being completed according to the specified targets.	No good
4	Lighting	Light intensity in the work room standard 120-250 lux	Lighting conditions in the workplace are 300 lux there are supporting lighting.	Good
5	Air Circulation	Air circulation 10-15 ventilation	Air circulation conditions in the workplace only have 8 ventilation	No good
6	Security	There are security officers guarding the workplace.	Conditions in the workplace are 2 security people	Good
7	Workplace decoration	Spacious, clean and neat, wall bright colored.	Conditions in the workplace are not spacious enough, and feel a bit cramped and the walls tend to be less brightly colored, so employees feel less comfortable.	No good

Source: Results of observations of the work environment at PT. Digital Innovation Meteor in 2021

Based on table 3. above, this is data from observations in the field regarding working environmental conditions at PT Meteor Innovation Digital Tangerang, it can be seen that several indicators do not meet good standard criteria, such as employee relationships are still not closely and well established, the work regulations applied to employees are not running optimally according to the applicable SOP, then the air circulation in the work space there is still a lack of ventilation so the air feels damp, then the space for movement is not wide enough so that employees are less active in

moving between work spaces and the layout of the work space is not neat causing employees to feel uncomfortable. Apart from that, there are several unused files in the work cupboard and there is office inventory equipment that is damaged and cannot be used, so this hinders employees from working. Based on several work environment indicators above, it can be said that the company's work environment does not meet work environment standards based on Decree of the Minister of Health of the Republic of Indonesia Number 70 of 2016 concerning health requirements for office and industrial work environments. This shows that there are problems related to the work environment at PT Meteor Innovation Digital Tangerang, causing employees not to work optimally. These results indicate that there are problems related to the work environment which can influence the decline in employee performance.

The existence of this phenomenon attracted the attention of the author to conduct further research and examine in more depth the problems that arise and occur in companies, namely related to leadership style, work environment and employee performance by taking the research title "The Influence of Leadership Style and Work Environment on Performance Employees at PT Meteor Innovation Digital Tangerang".

The problem formulation in this research is: [1] Is there a partial influence between leadership style on employee performance at PT Meteor Innovation Digital Tangerang? [2] Is there a partial influence between the work environment on employee performance at PT Meteor Innovation Digital Tangerang? [3] Is there a simultaneous influence between leadership style and work environment on employee performance at PT Meteor Innovation Digital Tangerang?

In line with the problem formulation above, the objectives of this research can be stated as follows: [1] To determine the partial influence of leadership style on employee performance at PT Meteor Innovation Digital Tangerang; [2] To determine the partial influence of the work environment on employee performance at PT Meteor Innovation Digital Tangerang; [3] To determine the simultaneous influence of leadership style and work environment on employee performance at PT Meteor Innovation Digital Tangerang.

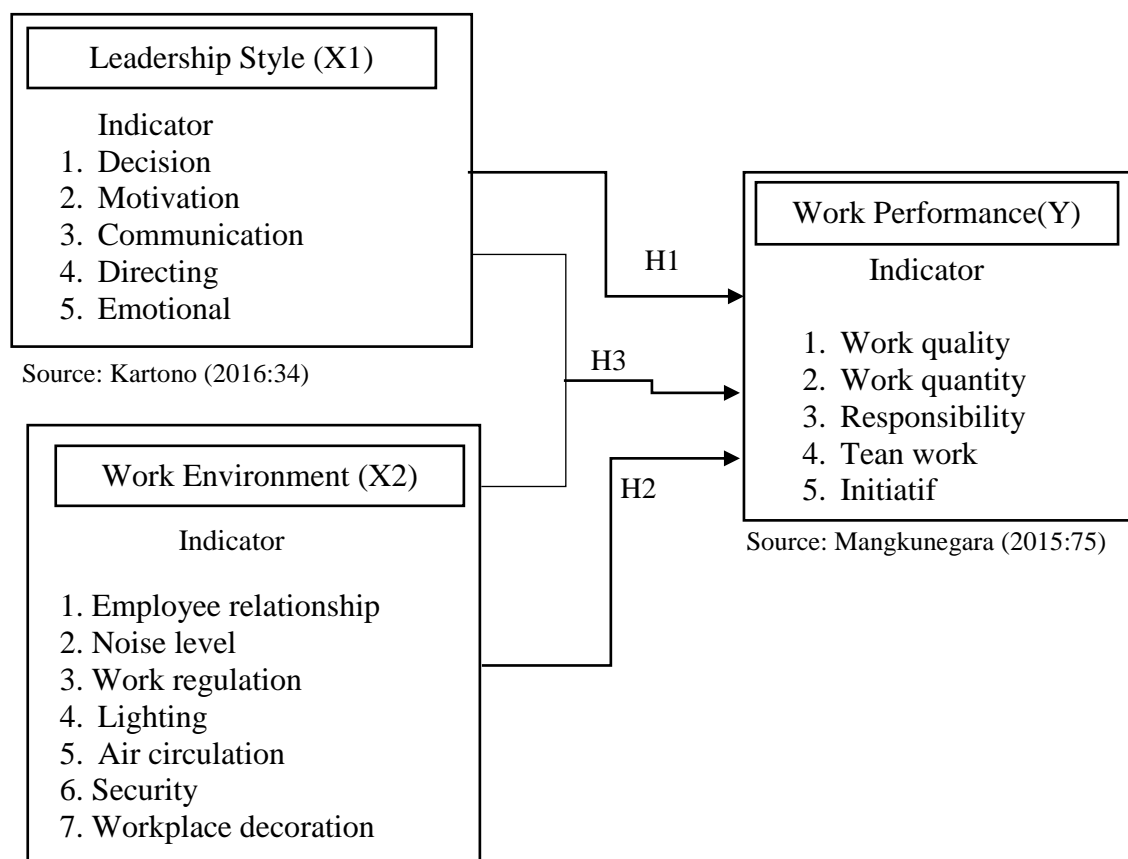
## RESEARCH METHODS

This type of research is a quantitative method with an associative approach. According to Sugiyono (2017:8) "quantitative research is a research method based on the philosophy of positivism which is used to research certain populations or samples, collecting data using research instruments, analyzing quantitative or statistical data, with the aim of testing predetermined hypotheses" .

This research was carried out at PT Meteor Innovation Digital Tangerang, whose address is The Icon BSD, Jalan Horizon Broadway M3/7, Sampora, Cisauk, Tangerang Regency, Banten 15345, which will be implemented for 16 (sixteen) months starting from February 2021 to May 2022.

In this study, the research samples were all employees of PT Meteor Innovation Digital Tangerang, totaling 54 employees.

The framework for thinking in this research is as follows:



Source: Nitisemito dalam Sunyoto (2015:38)

**Picture 1.** The framework for thinking



Data collection technique use two ways is as follows: [1] Primary Data, collection techniques are carried out in the following way: [a] Questionnaire. Questionnaires are used by giving a set of written statements to respondents to answer. Each statement is accompanied by five alternative answers, namely Strongly Disagree (STS), Disagree (TS), Disagree (KS), Agree (S), Strongly Agree (SS). Determination of grades uses a Likert Scale and answers are carried out in the form of a checklist.

**Table 4.** Likert Scale

No.	Answer	Score
1.	Strongly Agree (SS)	5
2.	Agree (S)	4
3.	Disagree (KS)	3
4.	Do not Agree (TS)	2
5.	Strongly Disagree (STS)	1

Source: Sugiyono (2017:92)

[b] Observation. Observations in this research were carried out by directly observing conditions in the company. Where leadership style and work environment can be used to determine appropriate factors which are supported by interviews and questionnaires regarding employee performance which were distributed to 54 employees of PT Meteor Innovation Digital Tangerang; [2] Secondary Data. Secondary data in this research was obtained through:[a] Literature Study (library Research). Literature study is a data collection technique carried out by studying reference books, reports, journals and other media related to the research object; [b] Documentation. Documentation is a method of collecting data related to research variables in the form of notes, tables, pictures, and data regarding companies related to the research object.

The analysis methods used by the author are validity tests, reliability tests, classical tests, normality tests, multicollinearity tests, heteroscedasticity tests, and how big the relationship between variables is.

## LITERATURE REVIEW

### 1. Management

Management is a process to realize desired goals. There are several opinions regarding the meaning of management, namely: according to Stoner in

Handoko (2015: 8) "management is a planning process, organizing, directing and supervising the efforts of organizational members and the use of other organizational resources in order to achieve stated organizational goals. Meanwhile, according to Afandi (2018:10) "management is a process of cooperation between employees to achieve organizational goals in accordance with the implementation of the functions of planning, organizing, personnel, directing, leadership and supervision. This process can determine the achievement of predetermined targets by utilizing human resources and other resources to achieve more efficient and effective results..

According to terminology, a role is a set of behaviors that are expected to be possessed by those in society. In English, a role is called a "role" whose definition is "person's task or duty undertaking". It means "a person's duties or obligations in a business or job". Roles are defined as sets of behavior that are expected to be possessed by people in society. Meanwhile, a role is an action carried out by a person in an event (Torang, 2014: 86).

According to Hasibuan (2016: 10), stated that "management means organizing or administering. With the meaning of what is regulated, what is the purpose of it, why it must be regulated, who regulates it, and how it is regulated." explained as follows: [1] What is regulated are all elements of management, namely there are 6M: Humans, materials, machines, methods, money and markets; [2] The aim is to ensure that these management elements are more efficient and successful in realizing organizational goals; [3] It must be arranged so that these management elements can be optimally useful, coordinated and well integrated in supporting the realization of organizational goals; [4] Those who regulate are the leaders with their leadership, namely top management, middle managers and supervision; [5] Managing it means carrying out the sequence of management functions effectively and efficiently.

Based on several definitions according to these experts, it can be concluded that management is a science that studies the process of managing human resources and other resources, by applying existing functions in an organization, namely starting from the process of planning, organizing, implementing and supervising activities. in an organization to achieve predetermined goals effectively and efficiently in order to achieve the company's vision and mission.

## 2. Human Resource Management

According to Bintoro and Daryanto (2017: 15) "human resource management is a science or method of managing the relationships and roles of resources (labor) owned by individuals efficiently and effectively and can be used optimally so that the common goals of the company and employees are achieved. and society becomes optimal." Meanwhile, according to Mangkunegara (2016: 12) "human resource management is planning, organizing, coordinating, implementing and supervising the procurement, development, provision of services, integration, maintenance and separation of workforce in order to achieve organizational goals."

Then according to Hasibuan (2019: 10) stated that "human resource management is the science and art of managing the relationships and roles of the workforce so that they are effective and efficient in helping to realize the goals of the company, employees and society". By setting up professional human resource management, it is hoped that employees can work productively. Professional management of employees must start from recruitment, selection, clarification, placement of employees according to their abilities, structuring and career development.

Based on the opinions of the experts above, it can be concluded that human resource management is a science in organizing, planning and processing the relationships and roles of an individual or employee in carrying out responsibilities for the company effectively and efficiently in achieving the goals desired by the company.

## 3. Employee Performance

The term performance comes from the words Job Performance or Actual Performance (work performance or actual achievements achieved by someone). So it can be defined that performance is the result of the work achieved by employees, which is the result of work in quality and quantity in carrying out their duties in accordance with the responsibilities given to them (Mangkunegara, 2015: 67).

According to Kasmir (2016: 182) "performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period". Meanwhile, according to Edison (2016: 190) "performance

is the result of a process that is referred to and measured over a certain period of time based on conditions or agreements that have been previously determined." And according to Hasibuan (2017:94) explains that "performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience, seriousness and time".

Based on various expert opinions, it can be concluded that employee performance is the result of work obtained by an individual/employee or group in carrying out a task or job in accordance with the authority and responsibility assigned to him or her in a certain period.

#### **4. Leadership Style**

According to Kartono (2016:32) states that "leadership style is the traits, habits, temperament, character and personality that distinguish a leader in interacting with other people".

According to Edison (2016: 89) "leadership style is the way a leader acts and/or how he influences his members to achieve certain goals". Experts assess that each person's leadership style is different. Leadership itself is an action that influences other people or subordinates to want to work together to achieve targeted goals. Meanwhile, according to Rizaldi (2017: 153), "leadership style is defined as a pattern of behavior designed to integrate organizational goals with individual goals to achieve certain goals."

From several expert definitions, it can be concluded that leadership style is a way in which a leader is able to influence his subordinates to voluntarily carry out various joint actions ordered by the leader without feeling that he is being pressured in order to achieve organizational goals.

#### **5. Work Environment**

Work environment According to Nitisemito in Sunyoto (2015:38) "the work environment is everything that is around employees and can influence them in carrying out their assigned tasks". Meanwhile, according to Kamsir (2016: 192) "the work environment is the atmosphere or conditions around the work location". The work environment can include space, layout, facilities and infrastructure as well as working relationships with fellow colleagues.

Then according to Sedarmayati (2015:23) "the work environment is the totality of tools and materials encountered, the surrounding work environment

where a person works, work methods, and work arrangements both as individuals and as a group". By providing a comfortable working environment, providing work safety equipment and other facilities, employees will feel safe and comfortable in carrying out their work, which is expected to result in increased performance and the achievement of shared goals that have been set.

From the definitions above, it can be concluded that the work environment is the conditions around an employee that can influence him in carrying out the tasks he carries out or is responsible for, so that maximum work results will be obtained.

## **DISCUSSION AND RESULTS**

### **1. The Influence of Leadership Style (X1) on Employee Performance (Y)**

Based on the research results, the regression equation value  $Y = 25.834 + 0.431X_1$  was obtained, the correlation coefficient was 0.545, meaning that the two variables had a medium level of relationship. The determination value or contribution of the influence of leadership style (X1) on employee performance (Y) is 29.7% while the remaining 70.3% is influenced by other factors. Hypothesis testing obtained a calculated t value  $> t$  table or  $(4.682 > 2.007)$ . This was also confirmed by the  $p$  value  $< \text{Sig.}0.05$  or  $(0.000 < 0.05)$ , thus  $H_0$  was rejected and  $H_1$  was accepted, meaning there was a significant influence. partially between leadership style and employee performance at PT Meteor Innovation Digital Tangerang.

### **2. Influence of Work Environment (X2) on Employee Performance (Y)**

Based on the research results, the regression equation value  $Y = 23.827 + 0.327X_2$  was obtained, the correlation coefficient was 0.575, meaning that the two variables had a moderate level of relationship. The determination value or contribution of the influence of the work environment (X2) on employee performance (Y) is 33.1% while the remaining 66.9% is influenced by other factors. Hypothesis testing obtained a calculated t value  $> t$  table or  $(5.071 > 2.007)$ . This was also confirmed by the  $p$  value  $< \text{Sig.}0.05$  or  $(0.000 < 0.05)$ , thus  $H_0$  was rejected and  $H_1$  was accepted, meaning there was a significant influence. partially between the work environment and employee performance at PT Meteor Innovation Digital Tangerang.

### 3. The Influence of Leadership Style (X1) and Work Environment (X2) on Employee Performance (Y)

Based on the research results, it shows that leadership style (X1) and work environment (X2) have a positive effect on employee performance with the regression equation  $Y = 21.380 + 0.225X1 + 0.216X2$ . The correlation coefficient value or level of influence between the independent variable and the dependent variable is 0.611, meaning that the leadership style variable (X1) and work environment variable (X2) on the Employee Performance variable (Y) have a strong level of relationship. The coefficient of determination or contribution of simultaneous influence was 37.4%, while the remaining 62.6% was influenced by other factors that were not researched. Hypothesis testing obtained a calculated F value  $> F$  table or  $(15.221 > 3.180)$ , this is also confirmed by  $p$  value  $< 0.05$  or  $(0.000 < 0.05)$ . Thus  $H_0$  is rejected and  $H_3$  is accepted. This means that there is a significant simultaneous influence between leadership style and work environment on employee performance at PT Meteor Innovation Digital Tangerang.

### CONCLUSIONS AND RECOMMENDATIONS

From the results of the analysis and discussion regarding the influence of leadership style and work environment on employee performance, the author draws the following conclusions: [1] Based on the problem formulation, leadership style has a positive and significant effect on employee performance. Where the calculated  $t$  value  $> t$  table or  $(4.682 > 2.007)$  is obtained, this is also reinforced by the  $p$  value  $< \text{Sig.}0.05$  or  $(0.000 < 0.05)$ , thus  $H_{01}$  is rejected and  $H_{a1}$  is accepted meaning there is a significant influence partially between leadership style and employee performance at PT Meteor Innovation Digital Tangerang; [2] Based on the problem formulation, the work environment has a positive and significant effect on employee performance. With the calculated  $t$  value  $> t$  table or  $(5.071 > 2.007)$ , this is also reinforced by the  $p$  value  $< \text{Sig.}0.05$  or  $(0.000 < 0.05)$ , thus  $H_{02}$  is rejected and  $H_{a2}$  is accepted, meaning there is a partially significant influence. between the work environment and employee performance at PT Meteor Innovation Digital Tangerang' [3] Based on the problem formulation, leadership style and work environment have a positive and significant effect on employee performance. With the calculated F value

> F table or ( $15.221 > 3.180$ ), this is also reinforced by the  $p$  value  $< 0.05$  or ( $0.000 < 0.05$ ). Thus  $H_03$  is rejected and  $H_a3$  is accepted, meaning that there is a significant simultaneous influence between leadership style and work environment on employee performance at PT Meteor Innovation Digital Tangerang.

For improvement, the author provides suggestions for companies as follows: [1] The leadership style variable for the weakest answer to the respondent's statement is number 1 with a score of 3.70, namely the statement that the leader gives employees the opportunity to have an opinion in making decisions. In the future, companies should be able to involve their subordinates together in decision making so that a sense of mutual ownership and responsibility arises in implementing the decisions they want to achieve. Therefore, it is necessary to hold continuous training so that there is good and directed communication between superiors and subordinates so that there is additional/input information in accordance with the needs and interests of the company, so that decisions that will be taken can be guaranteed to have a level of accuracy so as not to harm the company; [2] The work environment variable for the weakest response to the respondent's statement is number 9 with a score of 4.06, namely the statement that the amount of ventilation in the office room allows for good air exchange. In the future, companies must add air ventilation and increase the number of AC units, so that the air temperature in the work space does not feel hot and humid, with this, employees will enjoy their work environment and also increase employee comfort in working, because the air in the office room will be cooler. and fresh, so that this can improve employee performance; [3] The employee performance variable for the weakest answer to the respondent's statement is number 4 with a score of 4.15, namely with the statement that I am able to fulfill the work volume set by the company. In the future, the company is expected to be able to adjust the volume and workload according to the position and abilities of each employee, so that it does not cause a backlog of work and delays in completing work. To overcome this, companies must frequently conduct training for employees so that employees can understand, understand and respond quickly to their duties and responsibilities so that the work assigned to employees can be completed well and minimize errors at work.

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