



The Influence of Leadership, Motivation, Environment and Discipline on Work Performance of the North Bengkulu Argamakmur Environmental Service

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ABSTRACT

This research is motivated by the importance of improving employee performance in order to produce quality employees. The respondents of this research are all employees of Dinas Lingkungan Hidup Argamakmur Bengkulu Utara with the total number 64 people, with the sampling method is total sampling. Data analysis techniques using multiple linear regression analysis and hypothesis testing. The results of this study indicate that the variables of work motivation, work environment and work discipline partially or individually influence employee performance with a probability value (sig) of each variable. Leadership (X1) with a probability value (sig) 0.013 < alpha 0.05 has a significant effect on work performance. Work motivation (X2) with a probability value (sig) of 0.000 < alpha 0.05 has a significant effect on work performance. Work environment (X3) with a probability value (sig) 0.042 < alpha 0.05 has a significant effect on work performance. And work discipline (X4) with a probability value (sig) 0.001 < alpha 0.05 has a significant effect on work performance.

INTRODUCTION

Human resources play a very important role, human resources are seen as the main driving factor in determining the success of a company. Good human resources are expected to produce good employee performance in accordance with what is expected and desired by the agency Rafiditya & Syarifuddin (2020).

Increasing work performance is an important thing for companies to be able to carry out operational activities optimally (Akhmad Alfandi, 2020). According to Mangkudara (2016) work performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

In an organization or agency, the role of leadership is a very influential factor in achieving employee performance and achievement. Leadership has a very important role in achieving employee performance and leaders are able to apply appropriate leadership in accordance with existing situations and conditions so that employees can work comfortably and with high enthusiasm (Nurlativa, 2022). Leadership has a very important role in achieving employee performance and leaders are able to apply appropriate leadership in accordance with existing situations and conditions so that employees can work comfortably and with high enthusiasm (Nurlativa, 2022).

To improve employee performance optimally, in addition to leadership, work motivation is also needed. According to Donnelly (2012), work motivation is the impulses that arise within an individual that drives and mobilizes behavior.

In addition, the work environment also has an influence on performance in a company. The work environment is very important to be able to improve employee performance through the environment and non-physical environment such as creating a conducive and peaceful atmosphere for its employees. In addition to leadership, work motivation and work environment, work discipline can also affect performance or work performance.

The environmental service, Argamakmur, North Bengkulu Regency is a government agency that administers based on the principles of regional autonomy and assisting functions in the fields of environment, forestry and waste. There are several phenomena that make the low level of employee performance at the North Bengkulu Argamakmur Environmental Service. From several sources, it can be concluded that there are many factors that affect the work performance of employees of the Arga Makmur Environmental Service, North Bengkulu.

LITERATURE REVIEW

Employee Work Achievement

According to Sunyoto (2012) work performance is a result of the work achieved by a person in carrying out the work assigned to him. Kurnia, (2018) work performance is the result of individual work in an organization, the achievement of maximum performance will not be separated from how the organizational design contained in the organization, thus making employees perform their main duties and functions effectively and efficiently.

Leadership

Miftah (2016: 9) argues that leadership is the activity of influencing subordinate behavior, or the art of influencing behavior both individually and in groups. Leadership as an overall activity in order to influence people to work together to achieve a goal that is mutually desired. Every decision issued by the leader is expected to have a major influence on both the company and employees, especially as a factor that can encourage employees to follow and give a reluctant attitude towards the leadership in the form of carrying out work duties, so that it can have an impact on good work performance (Tjut et al., 2022).

Work Motivation

Utomo, (2018) motivation is a psychological process that arises due to factors that come from both inside and outside a person. Through work motivation, a person will be able to carry out his job responsibilities to the fullest and thus the company's targets / goals will be achieved. Meanwhile, according to Hidayat, (2021) motivation is also a very important factor to increase enthusiasm for work.

There are several factors that affect work motivation (Pratiwi, 2020) mentioning the factors of work motivation in organizations are:

1. Different individual characteristics.
2. Different job characteristics.

3. Organizational characteristics.

Work Environment

According to Noah & Steve (2012) the work environment is the overall relationship that occurs with employees in the workplace, everything that is in the workplace is the work environment. Then Afandi (2018) reveals that the work environment is everything that is in the work environment and can affect an individual and his work process.

Work Discipline

According to Sinambela, (2016) work discipline is the awareness and willingness of employees to obey all organizational rules and social norms that apply. According to Rivai (2011) work discipline is a tool used by leaders to communicate with employees so that they are willing to change a behavior and as an effort to increase awareness.

METHODS

This research was conducted at the North Bengkulu Argamakmur Environmental Service from March to April 2023. This research is a type of quantitative research that is quantitative in nature, which means the type of research based on positivism philosophy, used to research on certain populations or samples (Sugiyono, 2013). The population in this study were all employees of the North Bengkulu Argamakmur Environmental Service totaling 64 people. The sampling technique in this study was total sampling. Total sampling is a sampling technique where the number of samples is the same as the population Sugiyono, (2017). Where all members of the population are sampled, namely all employees of the Argamakmur North Bengkulu Environmental Service. So that the sample in this study amounted to 64 people. Data collection techniques using questionnaires and interviews. Data analysis techniques using multiple linear regression analysis, coefficient of determination (R²) and hypothesis testing.

Multiple Linear Regression Analysis

This analysis is to determine the direction of the relationship between the independent variable and the dependent variable whether each independent variable is positively or negatively related and to predict the value of the dependent variable if the value of the independent variable increases or decreases, calculated using the form of a simple multiple regression equation as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + e$$

Description:

Y = Work Achievement

A = Constant

b₁, b₂, b₃, b₄ = Multiple regression coefficients (increase or decrease value)

X₁ = Leadership

X₂ = Work Motivation

X₃ = Work environment

X₄ = Work Discipline

e = error / confounding variable

Coefficient of Determination (R²)

In data analysis using the coefficient of determination (R²) which aims to measure how far the model's ability to explain variations in the dependent variable. The coefficient of determination is between zero and one. A small coefficient of determination means that the

ability of the independent variables to explain the variation in the dependent variable is very limited. Vice versa, a value close to one means that the independent variables provide almost all the information needed to predict the variation in the dependent variable. The value of the coefficient of determination can be calculated using the following formula:

$$Kd = R^2 \times 100\%$$

Where:

Kd = Coefficient of Determination

R² = Correlation Coefficient

Test Persial (t test)

The t test is conducted to test the hypothesis individually (individually) the influence of leadership variables (X1), work motivation (X2), work environment (X3) and work discipline (X4) on employee performance (Y). The test criteria are:

1. If the probability (Sig). <alpha 0.05 then Ha is accepted and Ho is rejected, which means that partially the leadership variable (X1), work motivation (X2), work environment (X3) and work discipline (X4) have a significant effect on employee work performance (Y).
2. If the probability (Sig). >alpha 0.05 then Ha is rejected and Ho is accepted, which means that partially the leadership variable (X1), work motivation (X2), work environment (X3) and work discipline (X4) have no significant effect on employee work performance (Y).

Simultaneous Test (Test f)

The f test was conducted to test the hypothesis simultaneously (together) the influence of leadership variables (X1), work motivation (X2), work environment (X3) and work discipline (X4) on employee work performance (Y). The test criteria are:

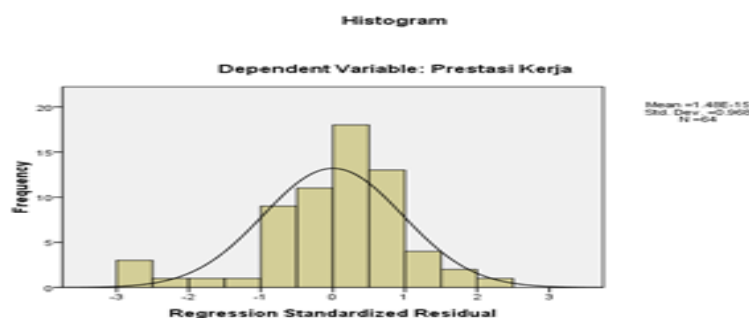
- 1.1 If the probability (Sig). <alpha 0.05 then Ha is accepted and Ho is rejected, which means that simultaneously the leadership variable (X1), work motivation (X2), work environment (X3) and work discipline (X4) have a significant effect on employee work performance (Y).
2. If the probability (Sig). > alpha 0.05 then Ha is rejected and Ho is accepted, which means that simultaneously the leadership variable (X1), work motivation (X2), work environment (X3) and work discipline (X4) have a significant effect on employee work performance (Y) 2. work environment (X3) and work discipline (X4) have no significant effect on employee work performance (Y).

RESULTS

Data Normality Test

The normality test is intended to determine whether the residuals under study are normally distributed or not. The purpose of the normality test is to test whether in a regression model, the dependent variable and the independent variable have a normal or near normal distribution.

Figure 1 Normality Test Results



Based on the picture above the SPSS output, it can be seen that the histogram graph shows a normal distribution pattern.

Multicollinearity Test

The results of Multicollinearity Testing are presented in the table below:

Table 1 Multicollinearity Test Results

No	Variabel	Tolerance	VIF	Slingshot
1	Leadership (X1)	0.604	1.655	Non Multikolinearitas
2	Work Motivation (X2)	0.283	3.533	Non Multikolinearitas
3	Work Environment (X3)	0.424	2.358	Non Multikolinearitas
4.	Work Discipline (X4)	0.233	4.298	Non Multikolinearitas

Source: SPSS output processed, 2023

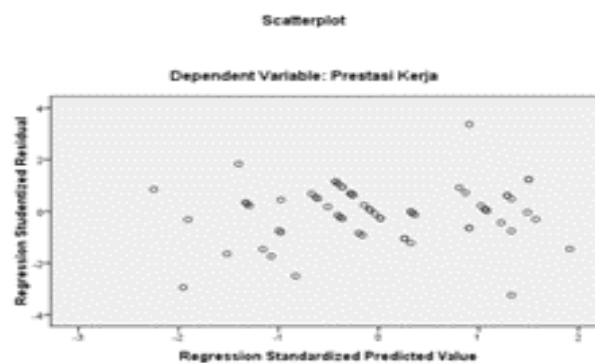
The multicollinearity test results presented in the table above show that:

- 1.The leadership variable shows a tolerance value of $0.604 > 0.1$ and a VIF value of $1.655 < 10$. So it can be concluded that the leadership variable is free of multicollinearity.
- 2.The Work Motivation variable shows a tolerance value of $0.283 > 0.1$ and a VIF value of $3.533 < 10$. So it can be concluded that work motivation is free of Multicollinearity.
- 3.The Work Environment variable shows a tolerance value of $0.424 > 0.1$ and a VIF value of $2,358 < 10$. So it can be concluded that the work environment is free of Multicollinearity.
- 4.The Work Discipline variable shows a tolerance value of $0.233 > 0.1$ and a VIF value of $4,298 < 10$. So it can be concluded that work discipline is free of multicollinearity. 4.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether there is no variance in the regression model.

Picture 2 Heteroscedasticity Test Results



Source: SPSS output processed, 2023

The scatterplot graph displayed for the heteroscedasticity test shows points that spread randomly and there is no clear pattern formed and in the distribution of these points spread below and above the number 0 on the Y axis. This indicates that there is no heteroscedasticity in the regression model, so the regression model is suitable for predicting the honorary staff loyalty variable (Y).

Multiple Linear Regression Equation Analysis

Multiple linear regression equation analysis is used in this study with the aim of knowing whether there is an influence of the independent variable on the dependent variable. Statistical

calculations in multiple linear regression analysis used in this study are using the help of SPSS for Windows. A summary of the results of data processing using the SPSS program can be seen in the following table:

Table 2 Multiple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.661	1.410		1.887	.064
	Leadership	.097	.038	.173	2.556	.013
	Work Motivation	.416	.080	.515	5.198	.000
	Work Environment	.095	.099	.078	1.957	.042
	Work Discipline	.359	.105	.375	3.427	.001

a. Dependent Variable: Work Achievement

Source: SPSS output processed, 2023

From the calculation using SPSS for Windows, the regression equation is obtained:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4$$

$$Y = 2.661 + 0.097X_1 + 0.416X_2 + 0.095X_3 + 0.359X_4$$

Analysis of the Coefficient of Determination (R²)

The coefficient of determination aims to determine the percentage of the contribution of the influence of free leadership variables (X₁), work motivation (X₂), work environment (X₃) and work discipline (X₄) on work performance (Y). then from computer calculations using SPSS for Windows. The recapitulation of the results of the coefficient of determination test can be seen in the following table:

Table 3 Results of Analysis of the Coefficient of Determination (R²)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.914 ^a	.836	.825	1.118

a. Predictors: (Constant), Work Discipline, Leadership, Work Environment, Work Motivation

b. Dependent Variable: Work Achievement

Source: SPSS output processed, 2023

Based on the table above, it can be seen that the coefficient of multiple determination or Adjusted R square (R²) = 0.825, which means that together the leadership variables (X₁), work motivation (X₂), work environment (X₃) and work discipline (X₄) contribute an influence of 82.5% to the work performance variable (Y) on employees of the Argamakmur Environmental Service, North Bengkulu, while the remaining 17.5% is influenced by other variables outside this study.

Partial Test Results (t Test)

If the significant value <0.05 then the hypothesis is accepted. This means that partially the independent variable has a significant effect on the dependent variable.

Table 4 Partial Hypothesis Test (T Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.661	1.410		1.887	.064
	Leadership	.097	.038	.173	2.556	.013
	Work Motivation	.416	.080	.515	5.198	.000
	Work Environment	.095	.099	.078	1.957	.042
	Work Discipline	.359	.105	.375	3.427	.001

a. Dependent Variable: Work Achievement

Source: SPSS Output

Based on the table above, it can be explained as follows:

1. leadership (X1) shows a significant value of 0.013 <0.05, because the significance value is smaller than 0.05, then Ha is accepted and H0 is rejected. This means that the leadership variable (X1) has a significant effect on work performance (Y).
2. work motivation (X2) shows a significance value of 0.000 <0.05, because the significance value is less than 0.05, then Ha is accepted and Ho is rejected. This means that work motivation (X2) has a significant effect on work performance (Y).
3. work environment (X3) shows a significance value of 0.042 <0.05, because the significance value is smaller than 0.05, then Ha is accepted and Hoditolak. This means that the work environment (X3) has a significant effect on work performance (Y).
4. work discipline (X4) shows a significance value of 0.001 <0.05, because the significance value is smaller than 0.05, then Ha is accepted and Hoditolak. This means that work discipline (X4) has a significant effect on work performance (Y).

Simultaneous Test Results (Test f)

If $t_{count} > t_{table}$ and significant value <0.05 then the hypothesis is accepted. This means that simultaneously the independent variable has a significant effect on the dependent variable.

Table 5 Simultaneous Hypothesis Test (Test f)

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	375.310	4	93.828	75.124	.000 ^a
	Residual	73.690	59	1.249		
	Total	449.000	63			

a. Predictors: (Constant), Work Discipline, Leadership, Work Environment, Work Motivation

b. Dependent Variable: Work Achievement restasi Kerja

Source: SPSS output processed, 2023

The results of statistical calculations show a significance value of 0.000 <0.05. Because the significance value is below 0.05, it shows that together leadership (X1), work motivation (X2), work environment (X3) and work discipline (X4) have a significant influence on work performance (Y). Based on the simultaneous test results, Ha is accepted and Ho is rejected.

DISCUSSION

The Effect of Leadership (X1) on Work Achievement (Y)

The results showed that leadership (X1) had a significant effect on work performance (Y) of employees of the Argamakmur Environmental Service, North Bengkulu.

This is in accordance with the theory according to Rowe & Guerrero, (2010) Leadership is about influencing. The ability to influence subordinates, peers, and superiors in the workplace or in an organizational context. Aprillina & Razak (2021) state that leadership affects work performance, because increasing the work performance of an organization will succeed or even fail is largely determined by leadership.

And this is in line with research conducted by Mangkunegara & Huddin (2016) which states that transformational leadership has a positive and significant effect on work performance.

The Effect of Work Motivation (X2) on Employee Work Achievement (Y)

Based on the results of research that work motivation has a significant effect on the work performance of employees of the Argamakmur Environmental Service, North Bengkulu. This is in accordance with the theory according to Motivation is a factor that encourages a person to carry out a certain activity, therefore motivation is often defined as a factor driving a person's behavior to improve work performance (Sutrisno, 2013).

And this is in line with research conducted by Yatipai & Kaparang et al (2015) which states that work motivation has a significant effect on work performance, which means that motivation has a strong enough influence and is an important factor in improving work performance.

The Effect of Work Environment (X3) on Employee Work Achievement (Y)

The results showed that the work environment had a significant effect on the work performance of employees of the Argamakmur Environmental Service, North Bengkulu. This is in accordance with the theory according to Nitisemito in Faida (2019), something that is around the workers and that affects him in carrying out the tasks assigned. By paying attention to a good work environment or creating working conditions that are able to provide motivation to work, it will have an influence on work performance.

This is in line with the results of research from Triastuti (2018) which states that the work environment has a positive effect on work performance. Likewise with the results of research from Tolo (2016) that the work environment has a significant effect on work performance.

The Effect of Work Discipline (X4) on Work Achievement (Y)

The results showed that work discipline has a significant effect on the work performance of employees of the Argamakmur Environmental Service, North Bengkulu. This is in accordance with the theory according to Hasibuan, (2012) Work discipline is one of the factors that affect work performance, the existence of work discipline is very necessary in an agency.

The results of research conducted by Ahmad (2015) state that work discipline has a positive and significant effect on employee performance. The second research conducted by Hajjah (2021) states that there is a positive and significant effect simultaneously between work discipline and work performance.

The Effect of Leadership (X1), Work Motivation (X2), Work Environment (X3) and Work Discipline (X4) on Work Achievement (Y)

The results showed that leadership, work motivation, work environment and work discipline simultaneously or together had a significant effect on the work performance of employees of the Argamakmur Environmental Service, North Bengkulu.

This is in line with the results of research from Surya Wijaya, et al (2017) that leadership and work motivation have a significant effect on work performance. Furthermore, research by

Muhammad Arif, et al (2020) which states that work discipline has a significant effect on work performance. Furthermore, research from Ahmad Jais (2017) states that work discipline and work environment have a significant effect on work performance.

CONCLUSION

1. Leadership has a significant effect on the work performance of employees of the Argamakmur Environmental Service, North Bengkulu.
2. Work motivation has a significant effect on the work performance of employees of the Environmental Service Office of Argamakmur, North Bengkulu.
3. The work environment has a significant effect on the work performance of employees of the Environmental Service Office of Argamakmur, North Bengkulu.
4. Work discipline has a significant effect on the work performance of employees of the Environmental Service Office of Argamakmur, North Bengkulu.
5. Leadership, work motivation, work environment and work discipline simultaneously have a significant effect on the work performance of employees of the Argamakmur Environmental Service, North Bengkulu.

SUGGESTION

1. The leadership of the Argamakmur Environmental Service, North Bengkulu must be firmer in disciplining employees.
2. Leaders pay more attention and provide motivation in the form of appreciation for the performance of the best employees either in the form of financial or material or promotion.
3. The Argamakmur Environmental Service Office pays attention to the work environment of employees by providing the facilities needed by employees.
4. The Argamakmur Environmental Service should provide fairly routine training and self-development for employees.
5. Employees must always maintain discipline in doing work and discipline in obeying established regulations.
6. The leadership of the North Bengkulu Argamakmur Environmental Service always plays an active role in increasing motivation to encourage employees so that the resulting performance is maximized, and produces employees who excel in their work.

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