

The Influence of Leadership, Competence, Work Environment, and Work Culture on Employee Performance

Dita Raisya¹, Hary Sulaksono², Suwignyo Widagdo^{3*}

^{1,2,3}Departement of Management, Institut Teknologi dan Sains Mandala, Indonesia

Abstract

This study aims to analyze the influence of leadership, employee competence, work environment, and organizational culture on employee performance, both partially and simultaneously, at the Office of Harbourmaster and Port Authority (KSOP) Panarukan Situbondo. The population in this study consists of all employees, with a saturated sample technique using 41 respondents. The analytical method used is multiple linear regression analysis. Based on the analysis results, leadership and work environment have a significant partial influence on employee performance. The variables of competence and organizational culture do not have a partial influence on employee performance. However, leadership, employee competence, work environment, and organizational culture have a simultaneous influence on employee performance. The conclusion of this study is that each indicator of leadership, employee competence, work environment, organizational culture, and employee performance plays an important role in improving employee performance. By utilizing the results of this research, the author, academic institutions, and the leadership of the Harbourmaster and Port Authority (KSOP) Panarukan Situbondo can make better and more strategic decisions in employee management and organizational development.

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Corresponding Author:

Hary Sulaksono
(hary@itsm.ac.id)

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1. Introduction

Human Resource Development (HRD) is a strategic approach to managing the workforce to achieve organizational goals effectively and efficiently (Sulistyan et al., 2022). In this context, factors such as leadership, employee competence, work environment, and work culture have proven to play an important role in enhancing employee performance. Leadership, as the ability of an individual to influence others to work in line with organizational objectives, is one of the key factors. According to Padmasari et al. (2023), leadership is the art of influencing and directing in a way that inspires confidence and cooperation. Nasution (2015) emphasizes that leadership is the process of influencing a group to achieve a shared vision. This shows that the success of an organization, including government agencies, is highly dependent on leaders who can motivate their subordinates.

The work environment also plays an important role, encompassing everything around workers that affects them in carrying out their duties. Wahyuni et al. (2023) explain that a good work environment can improve employee performance, both in physical and psychological aspects, such as lighting, temperature, and relationships between employees. A supportive work environment allows employees to be more productive, which ultimately contributes to the organization's success. Additionally, employee competence, which is the ability to perform tasks responsibly and efficiently, significantly contributes to performance. Sulastri et al. (2020) emphasize that highly competent employees are able to face job challenges with confidence, which in turn improves their performance quality.

Work culture, which consists of values and habits within a work group, also influences behavior and attitudes toward work. Gering et al. (2001) assert that a positive work culture can encourage morale and cooperation among employees, thus enhancing organizational performance. Employee performance itself is the result of work achieved in accordance with the assigned tasks and responsibilities. Rivai (2005) states that employee performance reflects behaviors and work outcomes that meet established standards. Good performance is crucial for an organization to achieve its goals, as the quality, quantity, task execution, and responsibility of employees are the main indicators of success.

In the research subject, several phenomena related to employee performance were observed. The head of the office frequently requests improvements in employee performance in their respective fields to ensure that services run smoothly in accordance with main tasks and functions. However, the programs designed by the leadership are still not fully followed by the expected performance. Regarding the work environment, the physical condition and facilities are still not fully aligned with the desired performance. In terms of competence, the head of the office often supports employees in attending education, training, and seminars, but these efforts have not fully translated into the expected performance. Employees are also often seen as lacking high levels of work innovation, leading to suboptimal performance.

Several previous studies have shown that leadership has a significant influence on employee performance. For example, a study by Ndolu (2022) found that leadership and organizational culture positively influence employee discipline and performance. Similar results were obtained in Posuma's research (2013), which showed that competence and leadership simultaneously affect performance, although in partial testing, the leadership variable was not significant. Fitriani's (2022) study confirmed that competence, motivation, and organizational culture collectively have a positive impact on employee performance. This finding is further supported by the research of Handayani (2021) and Sri Handoko, which emphasize the importance of work culture and work environment in enhancing motivation and performance. Based on this research gap and various supporting theories, this study aims to further analyze the influence of leadership, competence, work environment, and work culture on employee performance at the Office of the Syahbandar and Port Authority (KSOP) Panarukan Situbondo.

2. Methods

This research was conducted at the Class IV Office of the Syahbandar and Port Authority (KSOP) in Panarukan, located at Jl. Pelabuhan No. 1 Panarukan, Situbondo, East Java, during the 2022-2023 period. The population studied consisted of all civil servants (PNS) at KSOP Panarukan, totaling 41 individuals. Given the limitations of time, funding, and resources, the researcher employed a saturated sampling method, where the entire population was used as the sample. This study employed an explanatory approach with the aim of explaining the relationships and effects between the independent and dependent variables. The research method used was descriptive quantitative, which seeks to describe the values of the variables independently without making comparisons.

The variables studied consisted of independent variables (X), including leadership (X1), employee competence (X2), work environment (X3), and work culture (X4), as well as the dependent variable (Y), which is employee performance (Y). The operational definitions of the variables include relevant indicators, such as leadership indicators that cover decision-making abilities and motivation, and employee performance measured by the quality of work results and discipline.

Primary data was obtained directly from respondents through a questionnaire containing questions related to respondents' identity, education, and knowledge, while secondary data was collected from literature and relevant documents. The data collection techniques used in this study included observation, questionnaires with a Likert scale, and documentation, aiming to gather detailed and specific information.

The data analysis methods included descriptive analysis to describe the collected data, testing the research instrument to ensure the validity and reliability of the questionnaire, and classical

assumption tests. Multiple linear regression analysis was used to measure the influence of the independent variables on the dependent variable. In addition, hypothesis testing and the coefficient of determination (R^2) were used to measure the partial and simultaneous influence and the extent to which the independent variables affect the dependent variable.

3. Results and Discussion

3.1. Results

This research was conducted at the Class IV Office of the Syahbandar and Port Authority (KSOP) in Panarukan, Situbondo, East Java, during the 2022-2023 period. KSOP Panarukan functions as the supervisor, regulator, and issuer of operational permits for the port, as well as handling operational services, including the management of port facilities and maritime safety. The work environment at this office is considered favorable, with adequate facilities, a conducive atmosphere, and harmonious relationships between employees and between the Head of the Office and the staff, fostering loyalty and collaboration. Workplace safety is well assured, providing employees with a sense of security in carrying out their duties.

Employee competence is a key focus, with development facilitated through education and training. The work culture at KSOP emphasizes discipline, openness, mutual respect, and cooperation, creating a positive work environment. Overall, employees demonstrate good performance, with performance scores ranging from 4.4 to 5.0, reflecting the quality of work, initiative, and teamwork. Employees with higher performance scores exhibit outstanding competence and effectiveness, contributing significantly to organizational goals. This high performance demonstrates the dedication and hard work of employees in carrying out their daily tasks.

The results of the descriptive analysis show that the research respondents consist of 41 employees from KSOP Panarukan Situbondo. The characteristics of the respondents were analyzed based on gender, age, and years of service, as detailed in Table 1

Table 1. Characteristics of Research Subjects

Respondent Distribution		N	Percentage
Gender	Male	28	68.3%
	Female	13	31.7%
Work Area	Panarukan	25	61.0%
	Besuki	0	0.0%
	Kalbut	8	19.5%
	Jangkar	8	19.5%
	Mimbo	0	0.0%
Age	20-30 years old	15	37%
	31-40 years old	12	30%
	41-50 years old	14	33%
Education	SMA	8	19%
	D3	4	10%
	S1	29	71%

Source: Data Processed (2024)

The results of the validity test indicate that the research instrument, in the form of a questionnaire with closed-ended statements, was tested for both validity and reliability. The validity of the questionnaire was determined based on the calculated r-value, which is considered valid if the calculated r-value > r-table (0.349 for N=32 at a 5% significance level). The significance value was also used, where the questionnaire is deemed valid if the significance value is < 0.05. Table 3.2 presents a summary of the validity test results for each questionnaire item.

Table 2. Results of Validity Test

Statement Item	Pearson Correlations	r tabel	Sig	Description
X1.1	0.573	0.349	0.000	Valid

Statement Item	Pearson Correlations	r tabel	Sig	Description
X1.2	0.845	0.349	0.000	Valid
X1.3	0.796	0.349	0.000	Valid
X1.4	0.814	0.349	0.000	Valid
X1.5	0.668	0.349	0.000	Valid
X1.6	0.845	0.349	0.000	Valid
X2.1	0.806	0.349	0.000	Valid
X2.2	0.725	0.349	0.000	Valid
X2.3	0.426	0.349	0.006	Valid
X2.4	0.806	0.349	0.000	Valid
X2.5	0.591	0.349	0.000	Valid
X3.1	0.866	0.349	0.000	Valid
X3.2	0.654	0.349	0.000	Valid
X3.3	0.894	0.349	0.000	Valid
X3.4	0.672	0.349	0.000	Valid
X4.1	0.863	0.349	0.000	Valid
X4.2	0.645	0.349	0.000	Valid
X4.3	0.808	0.349	0.000	Valid
X4.4	0.670	0.349	0.000	Valid
Y1	0.440	0.349	0.004	Valid
Y2	0.755	0.349	0.000	Valid
Y3	0.639	0.349	0.000	Valid
Y4	0.771	0.349	0.000	Valid
Y5	0.727	0.349	0.000	Valid

Source: Data Processed (2024)

Multiple linear regression analysis aims to identify the influence of two or more independent variables (X) on a dependent variable (Y). The t-test is used to measure the partial effect of independent variables on the dependent variable, while the F-test measures the simultaneous effect. The coefficient of determination indicates the percentage of influence of the independent variables on the dependent variable. This study analyzes the relationship among five variables: Leadership (X1), Competence (X2), Work Environment (X3), Work Culture (X4), and Performance (Y), using SPSS software to obtain the linear regression model.

Table 3. Results of Multiple Regression Analysis

Variable	B	t	Sig
Constant	8,471	3,058	0,004
Leadership	0,230	2,685	0,011
Competence	-0,90	-0,780	0,441
Work Environment	0,524	2,302	0,027
Work Culture	0,050	0,238	0,813

Source: Data Processed (2024)

Based on the calculation results, the obtained regression equation is:

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

$$Y = 8.471 + 0.230X_1 - 0.090X_2 + 0.524X_3 + 0.050X_4 + e$$

The explanation of this regression equation is as follows:

- a. Intercept (Constant): 8.471, This indicates that if all variables (leadership, work environment, competence, and work culture) remain constant, employee performance will still be positive.

- b. Coefficient of Leadership (X1): 0.230, This means that an increase in leadership contributes positively to the improvement of employee performance, assuming other variables remain constant.
- c. Coefficient of Work Environment (X2): -0.090, This indicates that an improvement in the work environment does not positively impact employee performance, assuming other variables remain constant.
- d. Coefficient of Competence (X3): 0.524, This shows that an increase in competence positively influences the improvement of employee performance, assuming other variables remain constant.
- e. Coefficient of Work Culture (X4): 0.050, This indicates that an increase in work culture also contributes positively to employee performance, assuming other variables remain constant.

The t-test was conducted to examine the significance of the regression coefficients for each independent variable against the dependent variable. Decisions are made based on the significance value (sig.); if the sig. value < 0.05, then variable X has an influence on variable Y.

- a. Testing Hypothesis One (H1.1): The significance value (Sig.) of 0.011 < 0.05 indicates that the independent variable (leadership) has a significant effect on the dependent variable (employee performance) at a 5% significance level.
- b. Testing Hypothesis Two (H1.2): The significance value (Sig.) of 0.441 > 0.05 means that the independent variable (work environment) does not have a significant effect on the dependent variable (employee performance) at a 5% significance level.
- c. Testing Hypothesis Three (H1.3): The significance value (Sig.) of 0.027 < 0.05 indicates that the independent variable (competence) has a significant effect on the dependent variable (employee performance) at a 5% significance level.
- d. Testing Hypothesis Four (H1.4): The significance value (Sig.) of 0.813 > 0.05 shows that the independent variable (work culture) does not have a significant effect on the dependent variable (employee performance) at a 5% significance level.

F-Test (Simultaneous)

The F-test is used to assess the simultaneous effect of the independent variables: leadership (X1), work environment (X2), competence (X3), and work culture (X4) on the dependent variable (employee performance) (Y). The decision is based on the significance value; if < 0.05, there is a simultaneous effect, while if > 0.05, there is no simultaneous effect, with an F-table value of 2.44. The results of the F-test can be seen in the following table.

Table 5. Results of F-Test for Independent Variables Against the Dependent Variable

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	40,743	4	10,186	9,591	0,000
Residual	38,232	36	1,062		
Total	78,976	40			

Source: Data Processed (2024)

Based on the table, the significance value for the influence of leadership (X1), work environment (X2), competence (X3), and work culture (X4) on employee performance (Y) is 0.000 < 0.05, and the calculated F-value is 9.591 > F-table 2.44. This indicates that H2 is accepted, meaning there is a simultaneous influence of these variables on employee performance (Y).

3.2. Discussion

Leadership Influences Employee Performance

The research indicates that leadership significantly affects employee performance, with a significance value of 0.011, which is below 0.05. The majority of respondents are male (68.3%), with varied age groups. Positive perceptions of employee performance are reflected in their discipline, initiative, and creativity. Effective leadership can enhance motivation and performance, highlighting the need for organizations to focus on leadership development to drive better performance.

Employee Competence Affects Employee Performance

The study shows that employee competence has a significant impact on performance, with a significance value of 0.027. Most respondents hold bachelor's degrees and perceive themselves as having a high level of competence. Employees who feel competent are more motivated and efficient, contributing to organizational goals. Developing competencies through training and education is key to improving employee performance.

Work Environment Does Not Affect Employee Performance

Although respondents have a positive perception of the work environment, with a significance value of 0.441, the work environment does not show a significant impact on performance. This indicates that other factors, such as competence and motivation, may have a more considerable influence. Organizations should consider a comprehensive approach to improve performance, rather than focusing solely on the work environment.

Work Culture Does Not Affect Employee Performance

The analysis shows that despite respondents having a positive view of work culture, with a significance value of 0.813, work culture does not have a significant influence on employee performance. A good work culture may be viewed as a standard rather than a performance driver. Organizations should consider other factors, such as competence and motivation, to achieve more effective performance improvements.

Simultaneous Influence of Leadership, Employee Competence, Work Environment, and Work Culture on Employee Performance

This research analyzes the simultaneous influence of leadership, employee competence, work environment, and work culture on employee performance, revealing a correlation (R) value of 0.720, indicating a strong relationship among these variables. The Adjusted R Square value of 0.465 suggests that 46.5% of the variation in employee performance can be explained by these four variables, while the remaining 53.5% is influenced by other factors. Effective leadership can enhance motivation and create a positive work environment, aligning with Sugma's (2022) findings on the importance of leadership in improving employee performance. Employee competence, encompassing skills and knowledge, also contributes to better performance, as highlighted by Mate (2023). A conducive work environment, with attention to both physical and psychological aspects, affects productivity (Norawati et al., 2022), while a positive work culture fosters employee spirit and commitment (Rouf et al., 2022). Despite the positive influence of all four variables, they only account for 46.5% of employee performance, indicating the need to consider additional factors.

Research by Oktariansyah (2020) found that 60.4% of employee performance is influenced by factors beyond leadership, competence, work environment, and work culture. Variability in leadership implementation can also impact performance, where Elviani and Jumri (2023) demonstrated that even with positive leadership, work discipline may not be significant on a partial basis. Studies by Lodi et al. (2022) affirm that organizational culture and work environment can influence performance through the mediation of leadership, indicating that indirect influences may dilute direct influence strength. Employee motivation, both intrinsic and extrinsic, plays a critical role in enhancing performance, as stated by Reza et al. (2021). Furthermore, both financial and non-financial incentives, along with adequate working facilities, contribute to employee productivity (Jafar et al., 2023; Catio, 2020). Ongoing training programs are essential for developing employee skills and improving their performance (Parashakti et al., 2020). Thus, a comprehensive understanding of the interplay among these various factors can assist organizations in designing more effective strategies to enhance employee performance.

4. Conclusion

This research concludes that leadership, employee competence, work environment, and work culture significantly influence employee performance, although their total contribution accounts

for only 46.5% of the performance variation. Specifically, leadership is shown to have a significant impact, where effective leadership can enhance employee motivation and initiative. Employee competence also demonstrates a significant influence, indicating that the development of skills and knowledge is crucial for improving performance. However, both the work environment and work culture do not show a significant impact on employee performance.

These findings suggest that organizations should adopt an approach that includes competence development and motivation, alongside effective leadership development. The practical implications of this study emphasize the need for ongoing training programs, regular evaluations of leadership strategies, and a more comprehensive approach to enhancing employee performance. Further research is needed to explore other factors that may influence performance, such as motivation and individual characteristics.

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