



The impact of leadership style and work environment on employee performance at PT Mentari Anugerah Prima West Jakarta

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ABSTRACT

The objective of this study was to ascertain the extent to which leadership style and work environment impact employee performance at PT Mentari Anugerah Prima, located in West Jakarta. This study employs quantitative research methodologies with an associative quantitative approach. The population comprises all the employees in the PT, amounting to a total of 65 individuals. The specimen was collected employing a saturation sampling methodology, wherein the complete populace of 65 individuals was utilised as a sample. The data analysis employed in this study includes validity testing, reliability testing, classical assumption testing, regression analysis, correlation coefficient analysis, coefficient of determination analysis, and hypothesis testing. The findings indicate that there is a correlation between leadership style and employee performance, as seen by the t-test results with a t count of 8.245, which is greater than the t table value of 1.670. Therefore, Ha1 is accepted and Ho1 is rejected, suggesting that leadership style has a partial impact on employee performance. The outcomes of the t-test for the work environment, with a t-count of 12.128 and a t-table of 1.670, lead to the acceptance of Ha2 and the rejection of Ho2. This implies that the work environment has a partial impact on employee performance. Although the f test findings indicate that the value of fcount 81.829 is greater than ftable 3.145, this implies that both leadership style and work environment have a notable impact on employee performance.

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1. INTRODUCTION

Over the past few years, there has been intense competition among companies that supply products (Crotty, 2002; Mayer et al., 2021; Porter, 1986). The intense competition was initially sparked by volatile economic circumstances resulting from the pandemic's impact, leading to a protracted crisis. Consequently, the pivotal role performed adeptly by product

supply companies has greatly assisted supermarkets and subsequently bolstered the purchasing power of both individual consumers and organizational/business entities by facilitating the provision of consumer goods (Niu et al., 2021; Singh et al., 2023; Turi et al., 2023).

PT Mentari Anugerah Prima is a firm involved in the provision of consumer goods to prominent high-end supermarkets in Indonesia. The company has been operating for over ten years, committed to meeting the needs and wants of its customers. The company imports high-quality merchandise from the United States, Australia, Japan, Singapore, and Hong Kong with the objective of delivering superior products to clients. Founded on August 10, 2014, the address is Jl. Panjang Raya No. 7-9 RT/RW 019/004, RT.19/RW.4, Kedoya Sel., Kec. Kb. Jeruk, West Jakarta City, Special Capital Region of Jakarta 11520. Furthermore, it is here to assist enterprises in providing superior consumer goods and serves not only to safeguard a product, but also to enhance its aesthetic appeal, augment its market worth, and heighten its appeal to potential customers (Dehghani & Kim, 2019; Etemad-Sajadi & Sturman, 2022; Wang et al., 2022).

Human resource management is a discipline within the broader subject of general management, which encompasses the activities of planning, organising, implementing, and controlling. This process is present in the production, marketing, finance, and people departments (Chowdhury et al., 2023; Mahapatro, 2021; Richey Jr et al., 2023; Sharma, 2023). Due to the growing significance of human resources in attaining organisational objectives, human resource management encompasses a body of knowledge on the appropriate management of human resources (Barrena-Martinez et al., 2019; Mousa & Othman, 2020; Stahl et al., 2020).

As stated by Saihu, Made (2020), "human resource management involves the utilisation of individuals as a labour force in a compassionate manner, ensuring that their physical and psychological capabilities are maximised to attain objectives". During the observation, researchers noted multiple issues that arose at PT Mentari Anugerah Prima, located in West Jakarta. The performance of the employees was not yet at its best due to the rapid succession of leaders. As a result, the employees had not fully adjusted to each leader's style of leadership, leading to suboptimal performance. Additionally, the employees' performance was found to be lacking. Not yet optimal due to the lack of a conducive work environment that enables employees to do their tasks with maximum efficiency and effectiveness (Adisa et al., 2023; Elnaga & Imran, 2013; Noah & Steve, 2012).

The research aims to determine whether the leadership style and work environment have a partial and simultaneous impact on employee performance (Pawirosumarto et al., 2017; Sundi, 2013). The objective of this study is to demonstrate and examine if the manner in which leaders lead and the conditions in which employees operate have a partial and concurrent impact on their performance.

The advantages of this research lie in both theoretical and practical domains. The theoretical benefits pertain to future researchers, while the practical benefits might be utilised by interested parties as practical application in the field.

Therefore, researchers are intrigued by the prospect of exploring the impact of leadership style and work environment on employee performance at PT Mentari Anugerah Prima West Jakarta.

2. RESEARCH METHOD

The methodology employed in the composition of this thesis is quantitative research utilising an associative approach. Quantitative research methods can be defined as research methods that are grounded in the positivist philosophy (Sugiyono, 2016, 2019, 2013). These methods are employed to study specific populations or samples, and sampling techniques are typically conducted in a random manner. Data collection involves the use of research instruments, and data analysis is carried out using quantitative/statistical

methods with the objective of testing pre-established hypotheses. This study employs a descriptive methodology. The location of this study is PT Mentari Anugerah Prima, situated in West Jakarta at the following address: Jl. Panjang Raya No. 7-9 RT/RW 019/004, RT.19/RW.4, Kedoya Sel., Kec. Kb. Jeruk, West Jakarta City, Special Capital Region of Jakarta 11520. The individuals included in the population and sample were only the employees of PT Mentari Anugerah Prima, amounting to a total of 65 people. The data analysis technique involves the utilisation of traditional assumption tests such as normality test, multicollinearity test, and heteroscedasticity test, as well as hypothesis testing using T test and F test. This method of data analysis use the statistical programme SPSS version 25 (Garson, 2012; Yockey, 2016).

3. RESULTS AND DISCUSSIONS

The outcomes of this study, in which the data was analysed using statistical software, namely version 25, through the normality test, are intended to examine whether both the dependent variable and the independent variable in the regression model follow a normal distribution or not. An effective regression model is characterised by a data distribution that is either normal or closely approximates a normal distribution. In order to verify the assumption of normal distribution for the equation, a method involving the use of a measurement tool is employed to compute the residual of the dependent variable.

Table 1. Results of the normality test using the Kolmogorov-Smirnov test

One-Sample Kolmogorov-Smirnov Test		
Unstandardize d Residual		
N		65
Normal	Mean	.0000000
Parameters ^{a,b}	Std. Deviation	2.63245839
Most Extreme Differences	Absolute	.075
	Positive	.075
	Negative	-.064
Test Statistic		.075
<u>Asymp. Sig. (2-tailed)</u>		<u>.200^{c,d}</u>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

According to the table provided, the significance value is evident. In the Kolmogorov-Smirnov section, the value is 0.200, which is more than 0.050. The variables in this study exhibit a normal distribution.

The test for normality is also conducted using a probability plot graph, where deviations in the variable residuals can be identified by examining the distribution of residual points along the diagonal line. This aligns with the findings of the distribution diagram analysed using SPSS Version 25, as shown in the image below:

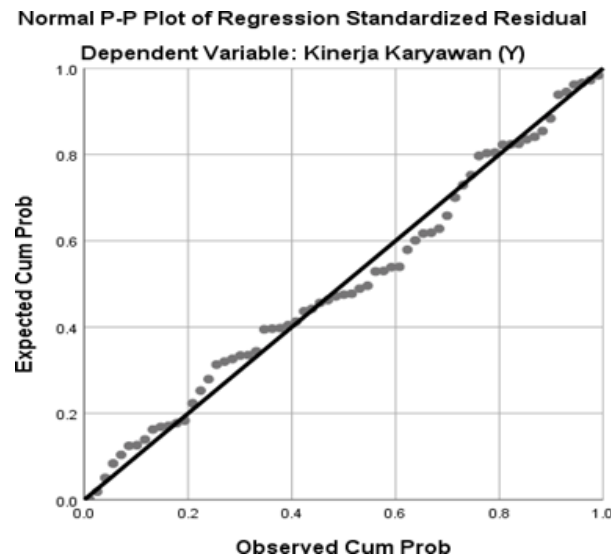


Figure 1 P-Plot Graph of Normality Test Results

Figure 1 illustrates the presence of a normal graphical pattern in the normal probability plot graph. This may be observed from the points that are dispersed along the diagonal line and the distribution adheres to the diagonal line. Thus, it may be inferred that the regression model satisfies the assumption of normality.

The multicollinearity test is conducted to verify that the independent variables do not exhibit multicollinearity, meaning that there is no correlation among the independent variables. An ideal regression model should exhibit no correlation among its independent variables. This examination can be conducted by examining the Tolerance Value and Variance Inflation Factor (VIF). The required conditions are as follows:

Table 2. Multicollinearity Test with Collinearity Statistics Result

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	7.980	2.681		2.977	.004		
Employee Performance (X1)	.222	.093	.233	2.381	.020	.464	2.154
Work Environment(X2)	.569	.083	.666	6.822	.000	.464	2.154

a. Dependent Variable: Employee Performance (Y)

According to the findings in table 3 of the multicollinearity test shown above, the Leadership Style variable has a tolerance value of 0.464 and the Work Environment variable also has a tolerance value of 0.464. Both of these values are below 1. Additionally, the Variance Inflation Factor (VIF) value for the Leadership Style variable is 2.154 and for the Work Environment variable it is also 2.154. The value of 2.154 is smaller than 10. Therefore, this regression model is not affected by multicollinearity interference.

The purpose of heteroscedasticity testing is to examine whether there is unequal residual variance in a regression model. An approach to identify the presence of heteroscedasticity is through the utilisation of the Glejser test. This test allows for the examination of whether there is a disparity in variance among residual observations within the regression model. The criteria for the presence or absence of heteroscedastic disturbances are as follows

Table 3. Heteroscedasticity Test Results with the Glejser Rank Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.080	1.676		3.032	.004
Employee Performance (X1)	-.090	.058	-.279	1,544	.128
Work Environment (X2)	.013	.052	.046	.255	.800

a. Dependent Variable: Abs_Res

According to the test results presented in the table above, the Glejser test model for the Leadership Style variable (X1) yielded a significance value of 0.128, while the Work Environment variable (X2) yielded a significance value of 0.800. It is worth noting that both significance values (Sig.) are greater than 0.05. Therefore, the regression model applied to this dataset does not exhibit any heteroscedasticity interference, making it appropriate for utilisation as research data.

The t test (partial test) was utilised to conduct hypothesis testing for the variables Leadership Style (X1) and Work Environment (X2) on Employee Performance (Y). In this investigation, a significant threshold of 5% (0.05) was employed by comparing the observed t-value and the critical t-value, as outlined below:

Table 4. Hypothesis Test Results Leadership Style Variable (X1) on Employee Performance (Y) Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	12.743	3.397		3.751	.000
Employee Performance (X1)	.688	.083	.720	8.245	.000

a. Dependent Variable: Employee Performance (Y)

In order to examine the impact of both Leadership Style and Work Environment variables on Employee Performance at the same time, a statistical test known as the F test (simultaneous test) was conducted with a significance level of 5%. In this investigation, a significant threshold of 5% (0.05) was employed, specifically by comparing the Fcount and Ftable values against the subsequent criteria.

Table 5. The hypothesis examines the relationship between leadership style variables (X1) and work environment (X2) on simultaneous employee performance (Y) using the F test.

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1170.706	2	585.353	81.829	.000 ^b
Residual	443.510	62	7.153		
Total	1614.215	64			

a. Dependent Variable: Employee Performance(Y)

b. Predictors: (Constant), Work Environment (X2), Leadership Style (X1)

According to the findings in table F, it can be inferred that the acquired significant value is 0.000b, which is less than 0.05. Therefore, it can be concluded that there is a concurrent impact of the Leadership Style and Work Environment variables on the employee performance of PT Mentari Anugerah Prima, located in West Jakarta.

Impact of Leadership Style (X1) on Employee Performance (Y)

The hypothesis testing yielded a computed t value that is greater than the critical t value from the t table, namely 8.245 is greater than 1.670. Therefore, the null hypothesis H_01 is rejected and the alternative hypothesis H_{a1} is accepted. This is supported by prior study conducted by Bryan Johannes, published in the scholarly journal "Acta Diurna" Volume III. No.4. 2014 ISSN: 2685-6999. The findings of hypothesis testing (H_1) have demonstrated that there exists a correlation between leadership style and employee performance. Based on the findings, H_{a1} is deemed valid while H_01 is deemed invalid. Hence, this study demonstrates that there is a noteworthy correlation between Leadership Style and employee performance at PT. Mentari Anugerah Prima West Jakarta. Through effective leadership, leaders can generate strong interdepartmental communication inside the office. In order to facilitate the accomplishment of the company's objectives, it is imperative to maintain a high level of performance

Impact of Work Environment (X2) on Employee Performance (Y)

The hypothesis testing yielded a calculated t value that is greater than the t value from the table, namely 12.128 is greater than 1.670. Therefore, the null hypothesis H_02 is rejected and the alternative hypothesis H_{a2} is accepted. This indicates that there is a correlation between the Work Environment factor (X2) and the Employee Performance factor (Y). In the meantime, the findings of the participants' feedback regarding the statement on the variable of Work Environment, as conducted by researchers, yielded an average score of 4.13, falling within the range of 3.40-4.19 on the scale. This indicates that the majority of respondents provided a positive response. Hence, this study demonstrates a noteworthy correlation between the workplace atmosphere and employee performance at PT. Mentari Anugerah Prima in West Jakarta. By fostering a favourable work environment, individuals will be inclined to utilise their full capabilities and potential to contribute to the company's success

Impact of Leadership Style (X1) and Work Environment (X2) on Employee Performance

The hypothesis testing yielded a calculated F value that is greater than the F table value, namely 81.829 is greater than 3.145. Therefore, H_01 is rejected and H_1 is accepted. This test provides statistical evidence that the combination of Leadership Style and Work Environment has a favourable impact on Employee Performance. By employing an effective leadership approach and fostering a conducive work atmosphere, staff performance will be enhanced, hence facilitating the attainment of organisational objectives. This demonstrates that there exists a noteworthy correlation between the variables of Leadership Style and Work Environment with regards to Employee Performance, when considered together. This is due to the fact that when a Leadership Style and Work Environment are favourable, Employee Performance tends to be commendable, hence facilitating the attainment of the company's objectives at PT. Mentari Anugerah Prima in West Jakarta.

4. CONCLUSION

According to the information provided in the preceding chapters, the findings of the examination and conversation concerning the impact of leadership style and work environment on employee performance at PT Mentari Anugerah Prima West Jakarta are as follows: (a). According to the problem formulation, the leadership style has a beneficial and substantial impact on the performance of employees. The obtained t value, which is 8.245, exceeds the critical t value of 1.670, so confirming its significance as indicated by the Sig value. 0.000 is less than 0.05, so the null hypothesis H_01 is rejected and the alternative hypothesis H_{a1} is accepted. This indicates that there is a partially significant relationship between leadership style and the performance of civil servants at PT Mentari Anugerah Prima West Jakarta. (b). According to the problem formulation, the work environment has a favourable and substantial impact on employee performance. The obtained t value, which

is 12,128, exceeds the critical t value of 1,670 and is further supported by the Sig value. 0.000 is less than 0.05, so H_01 is rejected and H_{a1} is accepted, indicating that there is a statistically significant effect between the work environment and the performance of government servants at PT Mentari Anugerah Prima West Jakarta. (c). According to the problem formulation, the Leadership Style and Work Environment have a favourable and substantial impact on employee performance. When the derived F value, which is 81.829, is greater than the F table value of 3.145, it is considered significant and supported by the Sig value. 0.000 is less than 0.05, therefore, the null hypothesis H_01 is rejected and the alternative hypothesis H_{a1} is accepted. This implies that there is a statistically significant simultaneous relationship of Leadership Style and Work Environment on the performance of civil servants at PT Mentari Anugerah Prima West Jakarta. This research provides a fairly good understanding of the influence of leadership style and work environment on employee performance at PT Mentari Anugerah Prima West Jakarta. However, for future development, the research can expand the scope by involving more variables that potentially affect employee performance, such as motivational factors, compensation, and organizational support. In addition, research can take a qualitative approach to explore employee perceptions of leadership style and work environment that can provide additional insights in improving performance. Longitudinal research can also be conducted to see changes in the influence of these variables on employee performance over time. Thus, future research can provide a more comprehensive and in-depth understanding of the factors that influence employee performance at PT Mentari Anugerah Prima West Jakarta, as well as provide more specific recommendations in improving productivity and work quality.

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