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INFLUENCE OF LEADERSHIP MODEL, WORK ENVIRONMENT, AND MOTIVATION, TOWARDS EMPLOYEE PERFORMANCE OF PT. SEMBRANI ARUTALA SEJATI SURABAYA

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ABSTRACT

Human resources play a crucial role in a company's success. Empowering them efficiently yields optimal benefits. PT. Sembrani Arutala Sejati Surabaya, a transportation company, must harness its human resources to enhance quality and customer service. Effective leadership, a conducive work environment, and motivation are essential for achieving company goals. This research investigates the impact of leadership models, work environment, and motivation on employee performance at PT. Sembrani Arutala Sejati Surabaya. Multiple linear regression and hypothesis testing (F test, t test, and dominance) are used in the study, which makes use of primary data from surveys given to employees and company leaders. The results show that motivation, the work environment, and leadership styles all have a simultaneous and substantial impact on employee performance at PT. Sembrani Arutala Sejati Surabaya.

INTRODUCTION

A company is a form of organization that has various directions and goals. Activities within a company are directed towards achieving predetermined and future goals. In order to achieve these goals, factors consisting of natural resources, human resources, machinery, and capital are needed to support them. The development of technology, as it is today, causes significant changes in human thinking.

An organization, regardless of their types, has goals that can be achieved through the implementation of work using the resources available within the organization. One of the resources that is crucial to attaining the objectives of the business is human resources. Effective leadership and employee collaboration is essential for a firm to achieve high performance. Performance-based competences are applied to support the goals of the organization in a balanced and effective manner. The caliber of a company's leader determines its success. A leader is seen effective if he can foresee shifts in the business he oversees, take advantage of current opportunities, inspire staff to boost output, assess and enhance worker performance, and steer the company toward its goals and objectives.

LITERATURE REVIEW

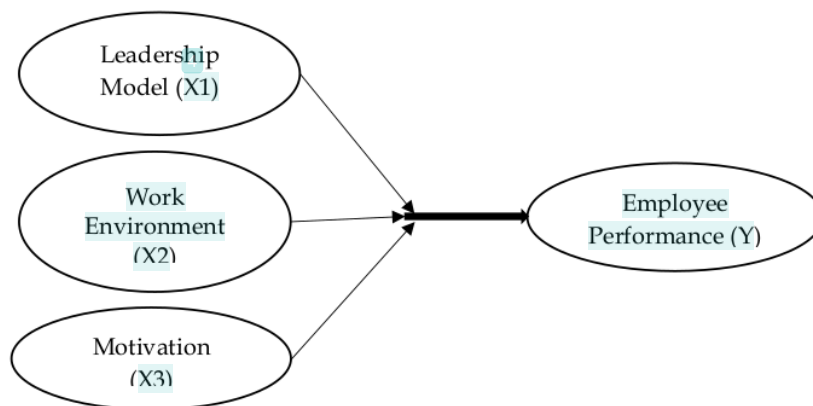
According to Rivai (2014:42), a leader's behavior and approach toward his team members is reflected in their leadership model. Alternatively, it may be defined as the manner in which a leader influences his team members in order to accomplish the aims and objectives of the organization. The problem of leadership model that occurs in PT. Sembrani Arutala Sejati Surabaya is the communication breakdown between the leader and his employees, resulting in employees not understanding or comprehending the intentions and tasks given by the leader. The company's leaders tend to only accommodate ideas or suggestions from their employees. The leaders have specific subordinates who receive and filter input from the employees and convey tasks from the leader to the employees. Therefore, other methods or ways are needed so that synergy between leaders and employees can be formed, allowing the company to achieve its goals and objectives effectively.

Nitisemito (2001:197) Everything that surrounds employees and has the potential to affect how well they complete duties given to them by the organization is referred to as the work environment. For example, a comfortable workplace, transportation conditions, cleanliness, music, and so on can affect the performance of employees while they are working. The work environment at PT. Sembrani Arutala Sejati Surabaya is considered to be quite good. This can be seen from the good cooperation among employees. For example, when there is a transportation fleet that will serve customers, several employees help prepare the needs for the transportation service. When transportation fleet has finished serving customers, employees from other departments help clean and organize the transportation equipment. Meiner (2011:43) stated that employee performance can also be seen from the individual success achieved in performing their tasks and duties, where the measure of success achieved by one individual cannot be equated with another. The

success achieved by an individual is based on applicable measures and adjusted to the type of work and tasks performed.

Widayatun (2020) Derived from the Latin word "movere," which meaning to push or move, motivation is defined as a drive or spirit. Motivation refers to statements made by someone with the intention of inspiring or motivating actions to reach specific objectives. Motivation is defined as a psychological force in the form of encouraging words given to move or push an individual or a group of people towards some positive type of action. Motivation is an internal and external result and not a result of manipulation of a need to achieve a goal (Susan, 2010).

The motivation applied at PT. Sembrani Arutala Sejati Surabaya is running well, but there are still obstacles in its implementation, as not all employees understand and execute the motivation given. This is because some employees receive tasks or work at different times than other employees. Some employees with jobs as drivers and navigators are not always at the company because their tasks involve serving customers or renting transportation vehicles, which makes them not always present at the PT. Sembrani Arutala Sejati Surabaya office. Additionally, sometimes the company's leaders are not always in the office because, in addition to being company leaders, they also serve as marketers and representatives of the company to promote the company, such as making agreements or lease contracts for transportation equipment and deciding on discounts and cuts for loyal customers or frequent users of the transportation services they lead.



Conceptual Framework

The following goals of this study are based on the background that has been described:

1. To prove and analyze whether the leadership model, work environment, and motivation have a simultaneous and substantial impact on employees' performance at PT. Sembrani Arutala Sejati Surabaya.
2. To prove and analyze whether the leadership model, work environment, and motivation have a partial and substantial impact on employees performance at PT. Sembrani Arutala Sejati Surabaya.

3. To prove which among the leadership model, work environment, and motivation has a significant impact on how well workers at PT. Sembrani Arutala Sejati Surabaya perform.

METHODOLOGY

This study uses a quantitative method, which is proven through hypothesis testing to verify its accuracy, and can then be used as a consideration for further research development. PT. Sembrani Arutala Sejati Surabaya is the study's object, while the work environment, motivation, and leadership model are its independent factors. Employee Performance is the dependent variable.

In this study, simple random sampling with probability sampling was employed as the sample method. Out of PT. Sembrani Arutala Sejati Surabaya's 185 permanent, contract, and freelance workers, 127 make up the research sample. Data collection is done through interviews, questionnaire distribution, and observation. The Cronbach Alpha value and the corrected-item total correlation value are used to assess reliability and validity. If the correlation coefficient is more than or equal to 0.3, the indicator is considered legitimate; if the Cronbach Alpha coefficient is greater than 0.6, it is considered dependable.

RESEARCH RESULT

The analysis method incorporates the use of the following multiple regression formula (Sugiyono, 2015:118-119) in addition to Testing hypotheses using the partial t test and the simultaneous F test:

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

Information :

Y	=	Employee Performance
a	=	Constant, Y Value if X= 0
b	=	Regression Coefficient
X ₁	=	Leadership Model
X ₂	=	Work Environment
X ₃	=	Motivation

DISCUSSION

Validity Test

The Validity test demonstrates that all of the study's variable indicators have correlation values greater than 0.268. This suggests that every indication employed in this study to gauge every variable is thought to have a high level of validity.

Reliability Test

Reliability Test Result

Variabel / Indikator	Nilai Alpha	Keterangan
Leadership Model (X ₁)	0,745	Reliable
Work Environment (X ₂)	0,766	Reliable
Motivation (X ₃)	0,730	Reliable
Employee Performance (Y)	0,717	Reliable

The aforementioned data indicates that Employee performance (Y), the dependent variable, and the independent variables—motivation (X₃), work environment (X₂), and leadership style (X₁)—all have Cronbach's Alpha values that are more than 0.6. This requirement indicates that each of these variables is trustworthy and appropriate for use in additional research.

Multiple Linear Regression

Regression Equation Model

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.706	.560		1.260	.210		
Leadership Model	.233	.062	.295	3.769	.000	.304	3.292
Work Environment	.281	.050	.385	5.590	.000	.393	2.542
Motivation	.277	.064	.290	4.351	.000	.418	2.392

a. Dependent Variable: Employee Performance

Based on the table above, the regression equation formed in this regression test is as follows:

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

$$Y = 0,706 + 0,233X_1 + 0,281X_2 + 0,277X_3$$

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The model can be interpreted as follows:

- a. The constant (a) of 0.706 indicates that the dependent variable, employee performance, will also have a value of 0.706 if the independent variables, work environment, motivation, and leadership model, have constant values.
- b. The coefficient value of the Leadership Model (X1) is 0.233. This suggests that there is a positive (direct) relationship between the Leadership Model (X1) variable's coefficient and Employee Performance (Y). Employee Performance will rise by 0.233 units for every unit increase in the Leadership Model. This implies that employee performance increases with the value of the Leadership Model.
- c. The coefficient value of the Work Environment (X2) is 0.281. This suggests that there is a positive (direct) relationship between the Work Environment (X2) variable's coefficient and Employee Performance (Y). Employee Performance will rise by 0.281 units if the Work Environment increases by one unit. This implies that employee performance increases with the value of the work environment.
- d. Motivation's coefficient value (X3) is 0.277. This shows that the coefficients of the Employee Performance (Y) and Motivation (X3) variables have a positive (direct) relationship. If motivation increases by one unit, employee performance will increase by 0.277 units. This suggests that when motivation levels rise, so does employee performance.

Coefficient of Correlation and Determination

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.878 ^a	.771	.765	.82686

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

b. Dependent Variable: Employee Performance

To interpret the level of correlation coefficients, the following criteria are used:

Correlation Coefficient Interval Table

Coefficient interval	Tingkat Hubungan
0,00-0,199	Very Low
0,20-0,399	Low
0,40-0,599	Moderate
0,60-0,799	Strong
0,80-1,000	Very Strong

Sources : Sugiyono (2011:23)

The multiple regression analysis above yielded a multiple correlation coefficient (R) value of 0.878, which indicates a very significant link between the independent and dependent variables. The coefficient of determination (R²) was found to be 0.771, or 77.1%. This shows that the independent variables affect 77.1% of the dependent variable, whereas variables not included in this study affect the remaining 22.9%.

F Test Results (Simultaneous)

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	282.771	3	94.257	137.863	.000 ^b
	Residual	84.095	123	.684		
	Total	366.866	126			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Motivation, Work Environment, Leadership Model

At a significance level of 0.000, the results of the previously described simultaneous model testing yielded an F-value of 137.863. It can be said that H₀ is rejected and H₁ is accepted because the acquired F-value (137.863) > F-table (0.268) and the ensuing significance value is 0.000, which is significantly smaller than $\alpha = (0.05)$. This shows that the components of the work environment, motivation, and leadership model have a significant impact on employee performance.

T-Test Results (Partial)

Model	T	Sig.
(Constant)	1.260	.210
Leadership Model	3.769	.000
Work Environment	5.590	.000
Motivation	4.351	.000

The computation results shown in the above table show that the t-value for the Leadership Model variable is 3.769 at a significance level of 0.000. H₀ is rejected and H₁ is accepted since the t-value (3.769) is more than the t-table (1.65723) and the resulting significance value is 0.000, which is less than 0.05. This shows that the

dependent variable, employee performance, is significantly influenced to some extent by the independent variable, leadership model.

At a significance level of 0.000, the calculating results provide the t-value for the Work Environment variable. H_0 is rejected and H_1 is approved since the t-value of 5.590 is more than 1.65723 and the significance value of 0.000 is less than 0.05. This suggests that the independent variable work environment has a significant partial impact on worker performance.

Additionally, at a significance level of 0.000, the computation results reveal a t-value of 4.351 for motivation. H_0 is rejected and H_1 is accepted since the t-value (4.351) is more than the t-table (1.65723) and the significance value that is obtained is 0.000, which is smaller than 0.05. This shows that employee performance, the dependent variable, is significantly influenced to some extent by the independent variable of motivation.

Table of Partial Correlation Values

Model	Standardized Coefficients	
	Beta	
(Constant)		
1 Leadership Model	.295	
Work Environment	.385	
Motivation	.290	

Among the three independent variables – Leadership Style, Work Environment, and Motivation – It is apparent that the variable related to the work environment has the highest coefficient β (beta) value, measuring 0.385, which is the highest value. Thus, it may be said that the Work Environment variable is the main independent variable influencing the dependent variable, Employee Performance.

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

In light of the findings of the research and the conversations that have been had in support of the put forth hypotheses, the following conclusions can be drawn:

1. An F-value of 137.863 with a significance level of 0.000 was obtained from the F-test analysis. After comparing the F-value (137.863) with the F-table (0.268) and obtaining a significance value of 0.000, which is significantly less than $\alpha = (0.05)$, it is possible to conclude that the variables Motivation (X3), Work Environment (X2), and Leadership Model (X1) have a significant impact on employee performance either independently or in combination. This validates the first hypothesis, according to which the variables Leadership Model (X1), Work Environment (X2), and Motivation (X3) all have a simultaneous impact on employee performance at PT. Sembrani Arutala Sejati Surabaya. This test

also shows that the three independent factors and the dependent variable have a Very Strong relationship.

2. At a significance threshold of 0.000, the Leadership Model (X1) t-test analysis produced a t-value of 3.769. H₀ is rejected and H₁ is accepted since the t-value (3.769) is more than the t-table (1.65723) and the significance value that is obtained is 0.000, which is smaller than 0.05. This suggests that the dependent variable, employee performance, and the independent variable, leadership model, may have a sizable partial relationship.
3. With a significance threshold of 0.000, the Work Environment (X2) t-test analysis produced a t-value of 5.590. H₀ is rejected and H₁ is approved since the t-value of 5.590 is more than 1.65723 and the significance value of 0.000 is less than 0.05. This indicates that Employee Performance is significantly impacted by the independent variable Work Environment, albeit only to a partial extent.
4. The Motivation (X3) t-test analysis yielded a t-value of 4.351 at a significance threshold of 0.000. Since the t-value (4.351) is more than the t-table (1.65723) and the consequent significance value is 0.000, which is less than 0.05, H₀ is rejected and H₁ is accepted. This suggests that the independent variable of motivation and the dependent variable of employee performance have a significant partial relationship.
5. Of the three independent variables—the Leadership Model (X1), the Work Environment (X2), and Motivation (X3)—it is known that the Work Environment (X2) has the highest value of the three, with a coefficient β (beta) of 5.590. Additionally, it has a strong influence on Employee Performance, the dependent variable.

RECOMENDATION

Based on the research results, the following recommendations can be given:

- a. How the Leadership Model has affected (X1) on Employee Performance at PT. Sembrani Arutala Sejati Surabaya is significant. Therefore, in order for all employees to do their tasks and work accurately and efficiently, it is advised that the management and leadership of PT. Sembrani Arutala Sejati Surabaya give them precise information about their roles and responsibilities.
- b. Because it has a significant impact, the Work Environment (X2) is vital for Employee Performance at PT. Sembrani Arutala Sejati Surabaya. We may draw the conclusion that providing comfort and attending to needs in the workplace can motivate staff to give consumers of PT. Sembrani Arutala Sejati Surabaya better service. In order to boost employee performance, management is therefore expected to give employees' goals, suggestions, and opinions more consideration.
- c. The influence of Motivation (X3) is crucial for the Employee Performance at PT. Sembrani Arutala Sejati Surabaya. Therefore, the company's leadership is expected to provide motivation to employees to give them the spirit to always be optimistic in their work.

ADVANCED RESEARCH

For the further research, the author hopes that there will be an increase in the employee performance of PT Sembrani Arutala Sejati Surabaya with the following suggestion:

- a. Employees should better understand the company's Leadership Model to enhance synergy between management and employees, thereby improving employee performance within the company.
- b. Employees are encouraged to accept the company's situation and conditions due to the increasingly competitive nature of the transportation industry, which can affect employee performance.
- c. Employees are expected to provide input and ideas to attract customers, especially those who are loyal users of PT. Sembrani Arutala Sejati Surabaya's transportation services, to increase the company's profits. Employee performance can rise as a result of the company's increased earnings since their pay will also rise.

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