

Influence of Leadership Style and Working Environment on Performance of Asahan District Education Office

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Abstract: *The purpose of this research is to know and analyze the relationship and influence of factors that affect employee performance. The data used is primary data and secondary data. Primary data collection is done through questionnaires distributed to employees while secondary data is derived from the documentation study obtained from various information owned by the company and respondents. The method of data analysis using quantitative methods is with factor analysis and multiple linear regression. The population in this research is an employee at the Asahan District Education Office. Samples in this study used as many as 82 respondents. The results showed that relations of factors of leadership style, and work environment with performance in the Education office of Asahan District. Factors of leadership style and working environment have significant effect on performance at the Education Office of Asahan District.*

Keywords: *Leadership Style, Work Environment, Performance*

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I. Introduction

As the development of education is increasingly advanced, especially since the Foundation Law (UUD) 1945 especially regarding education in Indonesia, the government, especially the National Education Department should continue to Strive to develop a national education system for the better ahead.

Asahan District Education Office as one of the educational institutions under the Ministry of National Education also need to continue to deal with the various demands of the parties related to the implementation of Education, especially in Asahan district. Thus, it is expected that later between the school with the National Education Office can be established harmonious and synergized relationship to jointly produce quality graduates in accordance with the above objectives.

In order to achieve this it is necessary for human resources, especially employees who have high performance in the Education office of Asahan District. The current constraint, in Asahan District education office itself still found many employees whose performance is still under standard. This can be seen with many employees who only run a mere routine because they tend to consider themselves as employees who are paid by the state. Therefore, interest to give high achievement is still very low. Leadership is a factor that supports employees ' performance to the fullest so that the objectives of the company or organization can be achieved properly as expected by the company, conversely if employee performance of employees, the company's objectives or Organization becomes difficult to achieve. This is what makes the above two factors very important and a concern for companies that want to make the company very well developed.

Organisations are groups of people whose businesses must be coordinated, composed of the number of interconnected and interdependent sub-systems, working together on the basis of the division of work, roles, authority and roles and have a purpose to be achieved. Organizations contain people who have a series of clear and ongoing activities to achieve common objectives. In achieving organizational objectives, each organization needs resources to achieve it. Resources are the source of energy, power, strength required to create activities or activities. These resources include natural resources, financial resources, science and technology resources, and human resources. The most important resource of these resources is only human resources that are considered important because it can affect the efficiency and effectiveness of the company, as well as a staple of the organization in carrying out its activities. The work environment also affects employee performance.

Improving performance is considered important, as it can help in achieving the targets that have been set. One of the efforts that a company or organization can do is to understand the factors that affect employee performance so that the employee can perform the operational activities of the Company or organization as well as possible. Performance is a result of both the quantity and quality of the work, this is in line with that of Rivai, et al (2008) That performance is a certain requirement that can eventually be reflected directly from the resulting output Both the amount and the quality. It is thus clear that an officer is required to do his or her job well, so that his performance can be judged well.

Based on the results of temporary observations that researchers do by looking at directly the conditions in the field as well as conducting interviews with some employees found, the low performance of officers in the District Education Office of Asahan It is influenced by the leadership style of the head of Asahan District Education Office which is still not visionary, meaning that it does not have the direction and purpose of the organization clearly. This ultimately affects the plainness of the employees that exist so that most employees only run the routine of their work.

In addition to the leadership style, the working environment in the District Education Office of Asahan is also not fully supported. The condition of the room is less comfortable, the level of cleanliness is lacking, air circulation that tends not to Lancer and others also affect the performance of the employees of the district Education Office of Asahan.

In order to find a definite answer especially about the influence of leadership styles and work environment on the employee's performance in the district education Office Asahan, it is necessary to research under the title "Influence of leadership and environment style Working towards the performance of Asahan District education Office.

II. Literature Review

Leadership

Leadership is an attitude of strength that affects others for an activity goal to succeed. Leadership also influences the group's activity in terms of achieving goals. In the organization of leadership government is driven by a head of Dinas who can create a harmonious integration and encourage the performance of civil servants to achieve maximum goals. There are several definitions that are being pointed out by management experts about the leadership. Leadership is an activity to influence the behavior of others, or art to influence human behavior of both individuals and groups (Miftah Thoha 2010:9). Leadership as a group of processes is recorded by people in managing and inspiring a number of jobs to achieve organizational objectives through application of management techniques (Martinis Yamin and Maisah 2010:74). Whereas according to Bass leadership as a procedure of interpersonal interaction through a leader transforms subordinates, creates a vision of a worthy goal, and works towards a specific goal.

Leadership Indicators

Good leadership is heavily influenced by the person who runs the leadership. According to Sopiah (2008) Factors – factors affecting the effectiveness of leaders are as follows:

1. Personality
2. Past experiences and expectations of the leader
3. Expectations and conduct of superiors
4. Characteristics
5. Expectations and subordinate behaviour
6. Assignment Requirements
7. Culture
8. Organisational Wisdom
9. Peer expectations and behaviour

Work Environment

The work environment is the resource and situation needed by a person to do the job (Sule and Saefullah, 2010:235). The place or work environment within the company affects the work of employees. A poor working environment will cause employees to feel annoyed in their work and will lead to a decline in employee performance.

The work environment in a company is very important for management attention. Although the work environment does not carry out the production process within a company, the working environment has a direct influence on the employees who carry out the production process. A concentrated work environment for its employees can improve performance. Conversely inadequate work environment will be able to decrease performance and ultimately lower the motivation of employee work. A working environment condition is said to be good or appropriate if human can carry out activities optimally, healthy, safe and comfortable. The suitability of the work environment can be seen in a long period of time. Furthermore, poor working environments can demand more labor and time and do not support obtaining an efficient design of the work system.

Nitsemto (2005:183) defines the work environment is everything that exists around the workers that can affect itself in carrying out the tasks that are sacrificed. Meanwhile, Sedarmayati (2005:1) defines the working environment as a whole of the tools and materials faced, the surrounding environment where a person works, his methods of working, as well as setting his work both as an individual or as Group. From the above, it

is concluded that the work environment is everything around the employee at work, whether physical or non-physical, direct or indirect, which can affect himself and Work while working.

Types of Work Environment

Sedarmayanti (2005:21) stated that in general, the type of work environment is divided into 2 namely: (1) physical work environment, and (2) Non-physical work environment.

1. Physical Work Environment

A physical work environment is all the physical state that is found around the workplace that can affect employees either directly or indirectly. The physical work environment can be divided into two categories:

- A. Environment that directly relates to employees (such as: work center, Chair, table and so on)
- B. An intermediate environment or general environment can also be called a working environment affecting the human condition, for example: temperature, humidity, air circulation, lighting, noise, mechanical vibration, odor, color, etc.

2. Non Physical Work Environment

Sadarmayanti (2005:31) said that the non-physical work environment is all the circumstances that are related to the working relationship, whether the relationship with the employer or the relationship of the co-worker, or the relationship with the subordinate. This non-physical environment is also a group of work environments that cannot be ignored.

People will be able to carry out their activities well, so that the optimal results are achieved, if they are supported by a suitable environmental condition. An environmental condition is said to be good or appropriate when people can perform their activities optimally, healthy, safe, and comfortable.

The inconsistency of the work environment can be seen in a long period of time. Furthermore, poor environmental conditions can require more energy and time and do not support obtaining an efficient design of the work system. Many factors influence the formation of a working environment.

The indicators of the working environment according to Sedarmayanti (2005:46) are as follows:

- a. Lighting
- b. Air temperature
- c. Noise
- d. Color usage
- e. Required Mobility Space
- f. Working safety
- g. Employee relations

In the settings of this working environment, it is also worth noting that the cost incurred for that purpose should not be excessive and the target should actually improve performance.

Performance

Performance is the achievement of a person, team or unit of work in carrying out the task compared to the target targeted to him (Ismail and Prawironegoro, 2009:197). Performance is what employees do or do not do (Mathis and Jackson, 2009:548).

Other experts say that performance is an individual's ability to retain its goals by using effective and efficient resources (Daft, 2007:13).

Performance Management

Performance management is a way to get better results for organizations, groups and individuals by understanding managing performance in accordance with the planned targets, predefined standards and competency requirements (Dharma, 2005:25). Performance management is a process of continuous communication and is done in partnership between an employee and his or her immediate employer (Bacal in Dharma, 2005:18). This process involves establishing clear expectations and understanding of the work to be done. This is a system that means having a number of parts that all must be included if the performance management system is about to provide added value for the organization, managers and employees.

Performance management aims to establish clear expectations and understanding of matters (Dharma, 2005:18) as follows:

- 1. The essential work functions expected of the employees,
- 2. How much employee work contributions to the achievement of organizational objectives,
- 3. What does the Concretnya "do the Job better",
- 4. How employees and their supervision work together to maintain, improve, and develop the performance of existing employees,
- 5. How work performance will be measured,
- 6. Recognize various performance barriers and get rid of them.

Performance Appraisal

Appraisal is the most old technique used by management to improve performance. Performance appraisal is an organizational process in evaluating employee work execution. In performance assessments, assessed employee contributions to the Organization over a certain period of time. Performance feedback allows employees to know how well it works when compared to the organization's standards (Sofyandi, 2008:122). Another opinion says that performance appraisal is a formal system for assessing and evaluating the performance of individual or team tasks (Mondy, 2008:237). Performance evaluation is also a formal system used to evaluate the performance of employees on a periodic basis determined by the Organization (Dharma, 2005:14).

Performance Assessment Factors

In order to produce an accurate assessment, it is worth noting the various factors in the assessment (Sofyandi, 2008:129), among others:

- a. Validity,
- b. Reliability,
- c. Ability
- d. Free of bias,
- e. Relevance,
- f. Fees,
- g. Implementation of Administration,

Conceptual Framework

To give a clear Figurean about conceptual framework, in this case shows the influence of the leadership style, work environment and performance can be seen in the Figure below:

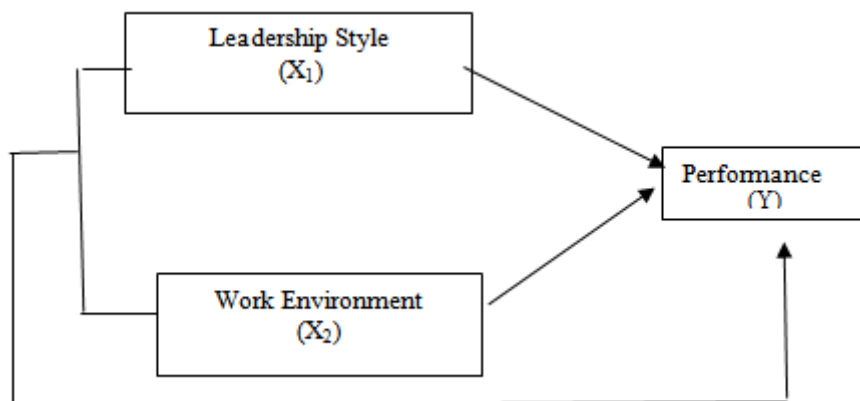


Figure 1: Conceptual Framework

Hypothesis

1. Simultaneously the leadership style and work environment have significant effect on the performance of Asahan District education officer.
2. A partial leadership style and work environment significantly affect the performance of Asahan District education officer.

III. Research Methods

The research method used is survey research which is the research data collected from the sample of the population to represent the entire population. The intention of research surveys for assessment (explorative), descriptive, explanatory (explanatory or confirmatory), evaluation, prediction or forecasting, operational research and development of social indicators. In accordance with the purpose to be achieved in this study, namely explaining the relationship and influence of several variables that have been set, then the type of research used is research explanation (explanatory) that is research highlighting The relationship between research variables and testing the hypotheses previously formulated.

The population of this research is the employees of the Asahan District Education office which amounted to 82 people in accordance with the data obtained from the Personnel section of Asahan District Education Office.

The samples are part of the number and characteristics owned by the population (Sugiyono, 2010:81). Because the population in this research is relatively slight then the saturated sampling technique (census) is used

as a sampling technique when all population members are used as samples. The data analysis methods used in this study use the Statistical Package for Social Science (SPSS) program.

IV. Result

Validity Test

The validity test on the study was conducted by calculating the Pearson product Moment (R) correlation or by looking at the value of corrected item-Total correlation on SPSS Program version 24.

Testing the validity of instruments using SPSS software, the validity value can be seen in the Corrected Item-Total Correlation (r count) column.

Tabel 1: Validity Test

Variabel	Butir	r hitung	Ket
Leadership Style (X ₁)	1	.625	valid
	2	.713	
	3	.633	
	4	.560	
	5	.614	
	6	.617	
	7	.659	
	8	.588	
Work Environment (X ₂)	1	.494	
	2	.581	
	3	.625	
	4	.585	
	5	.565	
	6	.626	
	7	.519	
	8	.415	
Performance (Y)	1	.560	valid
	2	.550	
	3	.612	
	4	.578	
	5	.574	
	6	.645	
	7	.536	
	8	.555	
	9	.449	

Source: Processed Data, 2019

Reusability Test

Tabel 2: Reusability Test

Variabel	Cronbach's Alpha	Batas Reliabilitas	Ket
Leadership Style (X ₁)	0,871	0,7	Reliabel
Work Environment (X ₂)	0,820		
Performance(Y)	0,841		

Source: Processed Data, (2019)

Based on the results the reliability test can be seen throughout the variable it deserves to be used in research or said to be reliable judging from the value of Cronbach's Alpha > 0.70.

Classic Assumption Test

Test Normality

This test can be done with the histogram approach, the graphical approach and the Kolmogorov-Smirnov approach. Using the analysis of the Smirnov Kolmogorov, the residual data is said to be a normal distribution when the value of ASYMP. Sig (2-tailed) > Real-level (α = 5%). Below is the normality test result using the histogram approach.

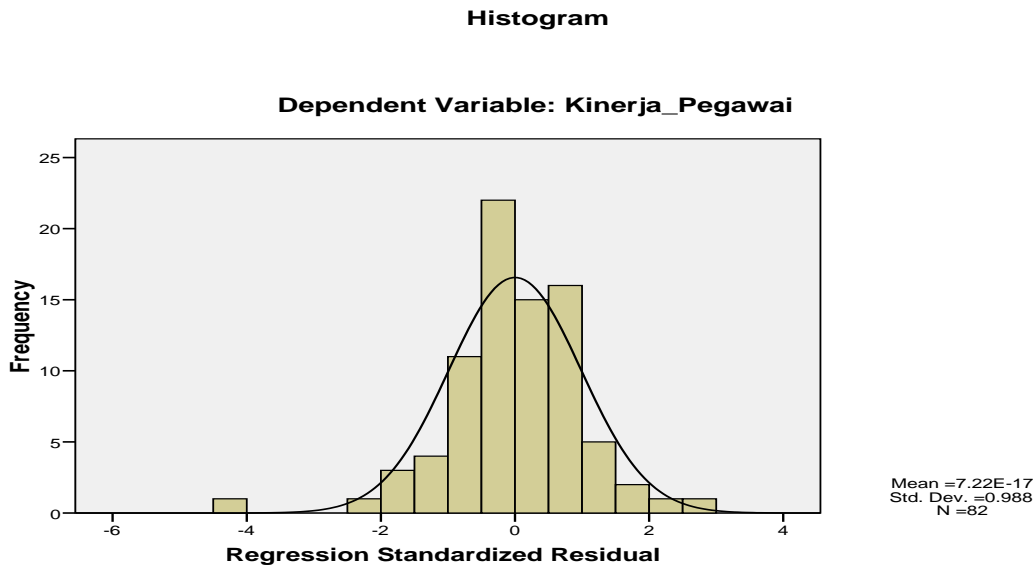


Figure 1: Test Normality Result

The Figure 1 histogram graph appears that the variable is a normal distribution. This is demonstrated by the distribution of data that is not skewed to the right or left.

Multicholinerity Test

Tabel 2 : Multicholinerity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Leadership Style	0,568	1,761
	Work Environment	0,568	1,761

a. Dependent Variable: Performance

Multicholinerity test results show the value of the tolerance is still below the number 1 or above 0.1 It shows the Coefesien correlation between independent variables does not occur multicollinearity, as well as judging by the value of Variance Inflation Factor (VIF) is also still below the value 5, so it means that there is no multicollinearity on independent variables.

Heteroskedastisity Test

This test is done in a regression model whether in a regression model occurs a variance inequality of the residual from an observation to another observation. If the variance of the residual from an observation to another observation remains, then it is called Homokedasitas. Conversely, if different variances are called heteroskedastisity. The good regression model is a regression model that does not occur heteroskedastisity. From the Scatterplot graph presented in the Figure below, the dots are spread randomly and do not form a specific pattern and the rest of the observations remain, hence called homogeneity. Conversely, if different variances are called heteroskedastisity. The good regression model is a regression model that does not occur heteroskedastisity. From the graphs presented in the Figure below, the dots are spread randomly and do not form certain patterns and are clear.

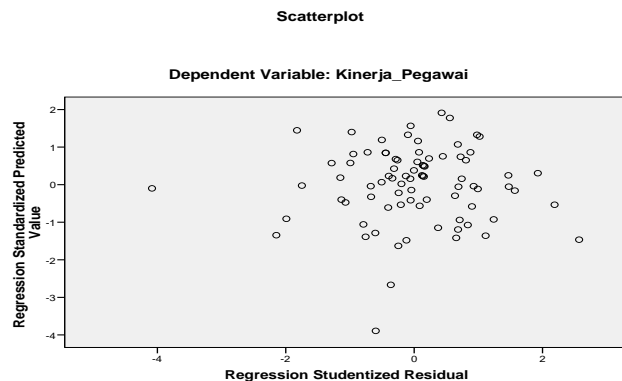


Figure 3: Graphs Scatterplot

From the Figure above concludes that the results of this study indicate heteroskedasity with the random spread of dots.

Tabel 4 : Regression Estimation Results

Model	Unstandardized Coefficient		Standardized Coefficient
	B	Std Error	Beta
Constant	13.734	2.766	
Leadership Style	.160	.095	.183
Work Environment	.583	.114	.552

Based on the results of estimates or regressions, regression equations can be formulated as follows:

$$Y = 13,734 + 0,160X_1 + 0,583X_2$$

1. Leadership Style

The regression coefficient indicates a positive direction giving the meaning of a direct (positive) relationship between the leadership style and the employee's performance. If the leadership style has changed or increased, the employee's performance will also increase and vice versa if the leadership force is decreasing then the employee's performance is also decreased. A regression coefficient of 0.160 gives the meaning that if there is a change or improvement in the leadership force of 1 (one) unit then the employee's performance will increase by 0.160 units.

2. Working Environment

The regression coefficient indicates a positive direction giving the meaning of a direct (positive) relationship between the working environment and the employee's performance. If the working environment has changed or increased, the performance of employees will also increase and vice versa if the work environment decreases then employee performance is also decreased. Regression coefficient of 0.583 gives the meaning that in case of change or improvement of work environment 1 (one) unit then employee performance will increase by 0.583 units.

Coefficient of determination

Researchers with the use of SPSS 24 Program, presenting the results of data for the coefficient of determination in the table 4.5 below:

Tabel 4.5 Coefficient Test Determination Result

Model	Adjusted R Square
1	0.458

Source: Processed Data, 2019

The Adjusted value of R Square is 0.458 which means that 45.80% of Asahan District Education officers ' performance is influenced by the Leadership Style and Work Environment factors while the remainder is 54.20% explained by Other factors not examined in this study. The size of the R gained represents the relationship between independent and dependent variables.

Test F

Simultaneous testing or also known as Test F aims to test the first hypothesis of knowing the influence or not significantly independent variables together (simultaneous) against dependent variables.

Tabel 6 Simultaneous Test Results (test F)

Model		F	Sig.
1	Regression	35,226	0,000 ^a

Source: Processed Data, 2019

Based on the data in table 6 can be seen that Fcount = 35.226 with significance level 0, 000a. When compared to ftable at the trust level of 5% ($\alpha = 0.05$) whose magnitude is only 2.710 then the Fcount value is greater than the Ftable value {fcount (35.226) > ftable (2.710)} So it can be said that the free variable consisting of Leadership Style And the Work Environment has a significant effect on its own variables, namely the performance of Education Service officer of Asahan District.

T Test (Partial)

A partial test or T-Test has the aim to test the second hypothesis is to determine the influence or not of the significant individual independent variables (partial) to the dependent variable.

Tabel 7 Partial Test Result (Test T)

Model	t	Sig
1(Constant)	4,966	0,000
Leadership Style	1,684	0,096
Work Environment	5,090	0,000

To determine either H_0 or H_1 rejected or accepted then the value of T_{hitung} – Compare with the value of the significance at a signification rate of 5% ($\alpha = 0.05$), where the value of values at a rate of 5% ($\alpha = 0.05$) is 1.993 then it can be concluded as follows :

1. Leadership Style

The Leadership Style variable has no significant effect on the performance of the Education Office of Asahan District at the level of significance of 5% ($\alpha = 0.05$). It can be seen in the value of T_{hitung} which only reaches 1.684 below the value of 1.993.

2. Work Environment

The Work Environment variable has a significant effect on the performance of the Education Office of Asahan District at the level of significance of 5% ($\alpha = 0.05$). It can be seen in the value of T_{hitung} which reaches 5.090 above the value of 1.993.

V. Discussion

In accordance with the background that has been submitted at the beginning of the study until now there are constraints in the Education office of Asahan District especially about the performance of employees so that the research needs to be done by using Leadership style variables and work environment. With this research, the problem at least began to find a bright spot. Based on the results of the research conducted, then obtained the results of the influence of leadership styles and working environment on the performance of Asahan district education officers both simultaneously and partially.

Simultaneously, the variables of the leadership style and work environment have a positive and significant impact on the performance of Asahan District education officer. This indicates that the leadership style applied by the head of Asahan District education office in combination with a comfortable working environment both physically and non-physical will be able to improve the performance of District education officer Asahan. Similarly, if the leadership style applied and the working environment is uncomfortable, it will cause the performance of the education officer of Asahan District.

While partially, it turns out to be only a working environment that has a positive and significant impact on the performance of Asahan District education officer. This indicates that the working environment is one of the factors that determine the high performance of the district education Officer of Asahan. With a comfortable environment both physically and non-physical, employees will be more freely in carrying out their daily activities, which will ultimately affect the performance improvement of the service officers Asahan District Education.

Not to influence the leadership style of the performance of the district education Officer Asahan was most likely due to the leadership force applied by the head of the district Education Office of Asahan was not ignored by the Officers, so that any force of leadership applied, remains incapable of affecting the performance of the employees of the district Education Office of Asahan.

If compared with the previous research conducted by Fadli (2004) who conducted research under the title influence of leadership style to employee performance at PT. Medan Industrial Area, where in this study obtained the results that Leadership style positively and significantly affect the employee's performance, the research is certainly contrary to the study where in this study partially leadership style has no significant effect on The performance of Asahan District education officer.

When compared with research conducted Ginting (2005) where the Cowarks have been conducting research with the title of salary influence, education and training and working environment for employees performance at PD Pasar Medan Headquarters, With the results showed that salary, education and training and the working environment are very significant to the employee's performance, then the research is certainly in line with the study, which is partially working To the performance of Asahan District education officer.

Similarly, compared to previous research conducted by Leonard (2008) who did the study with the title of environmental influence on teacher performance where the research results is a comfortable work environment will be Improve the performance of teachers, whether directly or indirectly, this research has

supported the previous research because the research is generated that the work environment affects the performance of the Education Service officer Asahan Regency.

VI. Conclusion

From the research that has been done, it can be taken as the following conclusion:

1. Simultaneously the variables of the leadership style and working environment have significant effect on the employees ' performance of Asahan District education Office.
2. Partial leadership style has no significant effect on the employee performance of Asahan District education Office
3. The work environment has a significant effect on the performance of employees of the District Education Office of Asahan and the work environment is more dominant to affect the performance of the employees of Asahan District education.

VII. Suggestion

The advice of this research is:

1. Head of Asahan District Education Office should always pay attention to the work environment of employees, for example, with regard to the level of hygiene, color, air ventilation, air conditioner and so forth so that the environment atmosphere Work becomes more comfortable both physically and nonphysically, i.e. security, employer relations with subordinates, relationship between employees and the atmosphere of the family in working
2. For other researchers who will continue this research, preferably include some other free variables so that it can be obtained more factors that affect the performance of the Education Office of Asahan District In addition to working environment factors.

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