

## THE INFLUENCE OF LEADERSHIP STYLE AND WORK ENVIRONMENT ON THE PERFORMANCE OF LG BANDAR LAMPUNG RESTAURANT EMPLOYEES

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### Abstract

The success and sustainability of activities within a company to produce the desired results, depends on the human resources that exist within the company itself. This study was conducted to find out whether there is an influence of leadership style on employee performance, whether the work environment affects employee performance, and whether there is an influence of leadership style and work environment on employee performance of LG Bandar Lampung Restaurant. The method in this study uses a quantitative approach and SPSS program version 25 as a tool to analyze data. The independent variables in this study are Leadership Style (X1) and Work Environment (X2), while the dependent variable is Performance (Y). The population and sample are employees of LG Bandar Lampung Restaurant which amounted to 30 people. This study proves that partially leadership style does not have a significant influence on employee performance variables. While work environment variables have a positive influence on employee performance variables. Simultaneously, variable X (leadership style and work environment) together affect variable Y (employee performance).

Keywords: Leadership Style, Work Environment, Employee Performance

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### 1. Introduction

The ability of a company to achieve success is based on the quality of human resources in it. In terms of the evolution of human resources, to achieve optimal performance results, employee performance is needed from employees in a company itself so that the company can support its success (Hermina and Josepha, 2019). The importance of the role of employees in the success of a company, it takes a qualified leader who can be an example for all employees and can motivate employees to achieve the best potential they have. As interpreted by Rush and Cole in Jdetawy (2018) that participatory leadership styles are more impactful for improving employee performance because participatory leadership styles give freedom and encourage employees to be more confident in completing their work and making different decisions based on their own judgment. Not only leadership style, other factors that can affect employee performance one of them is the work environment. According to Robi et al. (2016), the work environment is not always related to the physical environment related to where employees work, but also related to intellectual aspects that support work. If the environment in the workplace is healthy, there will be strong relationships between colleagues within the company (Jayaputra and Sriathi, 2020). An unhealthy work environment will affect employee performance in the form of delays in completing work, frustration, affecting personal growth, etc. (Ollukkaran and Gunaseelan, 2012). If employees feel valued, supported, and empowered at work, then employees will tend to perform and complete their tasks better in achieving company goals.

The survival of LG Bandar Lampung Restaurant for more than 10 years has not escaped the dedication of human resources in it. To achieve its goals, a good leadership style and a healthy and prosperous work environment must be considered by business owners. There are times when there is a decrease in employee performance due to excessive load when the restaurant is short of employees and crowded which can cause leaders and employees to feel depressed, exhausted and make unexpected mistakes. This can damage the atmosphere of an unstable and unhealthy work environment, resulting in decreased employee performance.

The results of research that have been conducted by Sunarto (2020), Effendy and Fitria (2020) revealed that leadership style has a positive and significant influence on employee performance. But contrary to the results of the study Darmadi et al. (2022) and Nugroho (2018) states that leadership style does not have a significant positive influence on performance. Furthermore, according to Triana and Yofi (2021) and Shukri et al. (2021) states that the work environment has a significant positive influence on employee performance. However, contrary to the results of the study Sondakh et al. (2023) and Warongan et al. (2022) that the work environment does not have a significant positive influence on employee performance. The purpose of this study is to analyze whether there is an influence of leadership style and work environment on employee performance at LG Bandar Lampung Restaurant.

## **2. Theoretical Background**

### **2.1 Leadership Style**

According to Kartono (2008) Leadership is a privilege possessed by an individual who has full power and obligation to encourage others to work together to achieve the expected goals. Leadership style is a series of behaviors owned by leaders with the aim of influencing employees to achieve the goals desired by the company by using strategies that have been designed and often used by company leaders (Rivai and Sagala, 2009) Meanwhile, Irwan et al. (2020) states that leadership style is a manifestation of a leader's behavior that can be seen or invisible to company employees. Good leadership can improve employee performance in line with what is expected by both employees and the company concerned (Citizen, 2016). To achieve company success, it is determined by the expertise of a leader who plays an important role in building an effective team to improve company performance. A leader must be able to form the trust of team members in order to influence the development of the company he leads.

Indicators of a person's leadership style according to Kartono (2008), can be assessed and seen from the following indicators: 1) Decision-making ability, 2) Motivation ability, 3) Communication skills, 4) Ability to control subordinates 5) Responsibility ability of a leader, 6) Ability to control emotions.

### **2.2 Work Environment**

Nitisemito (2008) Explained, the work environment is everything that is around a member of the company that is able to influence him to complete the work that has become his obligation. Meanwhile, according to Sutrisno (2014), the work environment is a work facility that is around company employees while carrying out their work that has an impact on work activities related to the workplace, tools that help work, cleanliness, lighting, facilities, tranquility, including work relationships between company employees. A supportive work environment is an important element for employees to commit to achieving company goals (Jayasinghe and Thavakumar, 2021).

The work environment has several indicators. According to Nitisemito (2008), indicators of the work environment are as follows: 1) Work situation, 2) Relationship between colleagues 3) Relationship between subordinates and leaders 4) Availability of facilities at work.

### 2.3 Employee Performance

Robbin (2016) Explain that performance is a measurement of the work results that have been successfully achieved by an employee in his work according to certain qualifications that apply when completing a job. While according to Cashmere (2016), performance is the acquisition of work efforts and actions of employees that have been successfully achieved in completing the work given in accordance with the obligations imposed by the company on employees within a certain period of time. Benchmarks for whether or not the results of an employee's work can be judged from the quality that has been achieved by employees in line with the rules given by the company. If employees can exert all their abilities, employees will get Reward from the company because the profits or profits achieved by the company depend on the performance of the employees themselves (Defrizal and Sihombing, 2021). Employees who are committed to their work tend to be satisfied with the work they do, motivated and complete the work given in an effective and productive way that will positively lead to company growth and better performance (Ravi, 2023).

Performance indicators are a way used to measure employee performance. According to Robbin (2016), performance indicators are: 1) Quality of Work, 2) Quantity of Work Results, 3) Punctuality, 4) Effectiveness, 5) Independence.

## 3. Methods

This study used a quantitative approach with an associative strategy. The population in this study was all employees of LG Bandar Lampung Restaurant located on Jl Way Sekampung No. 1, Pahoman, Rawa Laut with a total of 30 people. Because the number of employees is less than 100, the sample to be used is all members of the population in this study, namely all employees of LG Bandar Lampung Restaurant which counts 30 employees. For sampling, the technique used is Technique Saturated Sampling (census) which is a technique in which all members of the selected population will be sampled (Sugiyono, 2018).

Data sources are derived from primary data and secondary data. Primary data was taken from the answers of respondents through questionnaires that were distributed directly. Secondary data is sourced from the internet, articles, journals, books, documents, and others. The scale in this study is the Likert Scale with research criteria starting from a score of 1: strongly disagree (STS) and a score of 5: strongly agree (SS). The data analysis method is to use validity tests and reliability tests to test instruments and hypothesis testing using multiple linear analysis, coefficient of determination (R<sup>2</sup>), t test (partial) and f test (simultant) with the help of the SPSS 25 program to process data

**Table 1.** Variable Instruments

Variable	Definition	Indicator	Question Items	Scale	Source
Leadership Style (X1)	Leadership is a privilege possessed by an individual who has full power and obligation to encourage others to work together to achieve the expected goals.	<ol style="list-style-type: none"> <li>1. Decision-making ability</li> <li>2. Motivation ability</li> <li>3. Communication skills</li> <li>4. Ability to control subordinates</li> <li>5. Responsibility ability of a leader,</li> <li>6. Ability to control emotions.</li> </ol>	11	Likert	Employees of LG Bandar Lampung Restaurant which counts 30 employees
Work Environment (X2)	The work environment is everything that is around a member of the company that is able to influence him to complete the work that has become his obligation.	<ol style="list-style-type: none"> <li>1. Work situation</li> <li>2. Relationship between colleagues</li> <li>3. Relationship between subordinates and leaders</li> <li>4. Availability of facilities at work.</li> </ol>	7	Likert	Employees of LG Bandar Lampung Restaurant which counts 30 employees
Performance (Y)	Performance is a measurement of the work results that have been successfully achieved by an employee in his work according to certain qualifications that apply when completing a job.	<ol style="list-style-type: none"> <li>1. Quality of Work</li> <li>2. Quantity of Work Results</li> <li>3. Punctuality</li> <li>4. Effectiveness</li> <li>5. Independence</li> </ol>	7	Likert	Employees of LG Bandar Lampung Restaurant which counts 30 employees

## 4. Results and Discussion

### 4.1 Validity Test

To calculate the validity of a questionnaire, it is determined through a validity test. Test validity in analysis using Correlation Pearson Product Moment with SPSS 25 application. Test validity using a 95% confidence degree or Alpha 0.05 with degree of validity (df) = n-2 to compare the values of recalculate and r table. A questionnaire is declared valid and positive if the value of the correlation coefficient is calculated > r table seen from Corrected Item Correlation or a significance level of < 0.05.

**Table 2.** Validity Test Data Processing Results

Variable	Indicator	R-count	R table	Sign.	Decision
<b>Leadership Style (X1)</b>	X1.1	0,596	0.361	0.001	Valid
	X1.2	0.382	0.361	0.037	Valid
	X1.3	0.624	0.361	0.000	Valid
	X1.4	0.380	0.361	0.038	Valid
	X1.5	0.389	0.361	0.034	Valid
	X1.6	0,627	0.361	0.000	Valid
	X1.7	0.425	0.361	0.019	Valid
	X1.8	0.468	0.361	0.009	Valid
	X1.9	0.837	0.361	0.000	Valid
	X1.10	0.624	0.361	0.000	Valid
	X1.11	0.768	0.361	0.000	Valid
<b>Work Environment (X2)</b>	X2.1	0.543	0.361	0.002	Valid
	X2.2	0.538	0.361	0.002	Valid
	X2.3	0.572	0.361	0.001	Valid
	X2.4	0.541	0.361	0.002	Valid
	X2.5	0.576	0.361	0.001	Valid
	X2.6	0.667	0.361	0.000	Valid
	X2.7	0.561	0.361	0.001	Valid
<b>Perfomance (Y)</b>	Y.1	0,690	0.361	0.000	Valid
	Y.2	0,377	0.361	0.040	Valid
	Y.3	0,738	0.361	0.000	Valid
	Y.4	0,788	0.361	0.000	Valid
	Y.5	0,528	0.361	0.003	Valid
	Y.6	0,437	0.361	0.016	Valid
	Y.7	0,446	0.361	0.013	Valid

Source: Research Results, SPSS version 25

The table above explains that the independent variable and the dependent variable used for this study have valid indicators because they have coefficient correlation which is greater than r table which is 0.361.

### 4.2 Reliability Test

Reliability tests are used as a measure of the consistency of an instrument which if used many times, the results will be the same or reliable using the Cronbach Alpha ( $\alpha$ ) method which is processed using the SPSS program version 25. If the Cronbach Alpha obtained > 0.60. then the questionnaire is considered consistent or reliable and considered suitable for use as a measuring tool and data processing can proceed to the next step.

**Table 3.** Reliability Test Data Processing Results

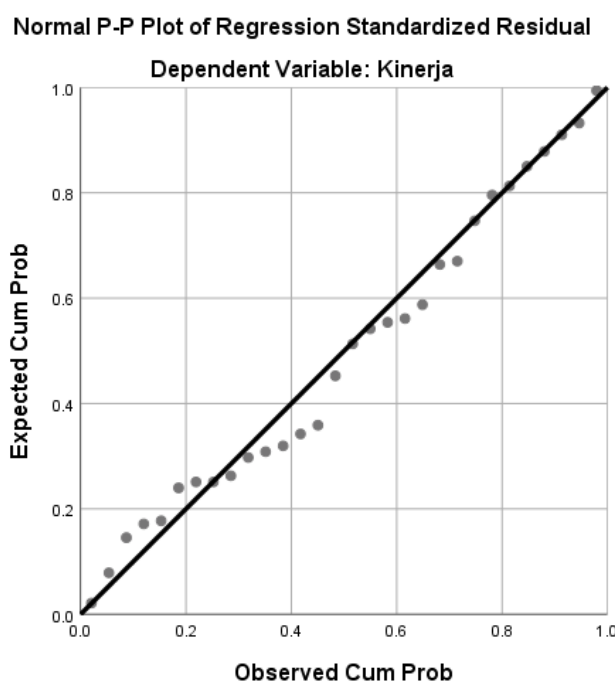
No	Variable	Cronbach's Alpha	Description
1.	Leadership Style (X1)	0,796	Reliable
2.	Work Environment (X2)	0,739	Reliable
3.	Employee Performance (Y)	0,740	Reliable

Source: Research Results, SPSS 25

Based on the results of reliability tests, all variables have a Cronbach Alpha of more than 0.60. Thus, it is stated that the questionnaire or instrument distributed to employees is valid. So that it can be concluded that the statements or indicators in the questionnaire are able to explain the situation experienced by respondents so as to make the answers of the respondents consistent and stable. This proves that indicators or items of each variable are feasible to be used as a tool to measure further research instruments.

### 4.3 Normality Test

The chart analysis used in this study is Normal Probability Plot which serves to find out whether the independent and dependent variables in the research regression model have a normal distribution or not. The normal distribution of data results in points that spread slightly from the diagonal line and do not deviate far from the diagonal line.



Source: Research Results, SPSS 25

**Figure 1.** Normal P-P Graph Plots Performance Variables

The display of figure 1 above shows that in a normal graph the plot shows a spread of points along the diagonal line and following the direction of the diagonal line (not deviating far). It can be concluded that the regression model used in this study satisfies the assumption of normality.

#### 4.4. Multicollinearity Test

**Table 4.** Multicollinearity Test Results

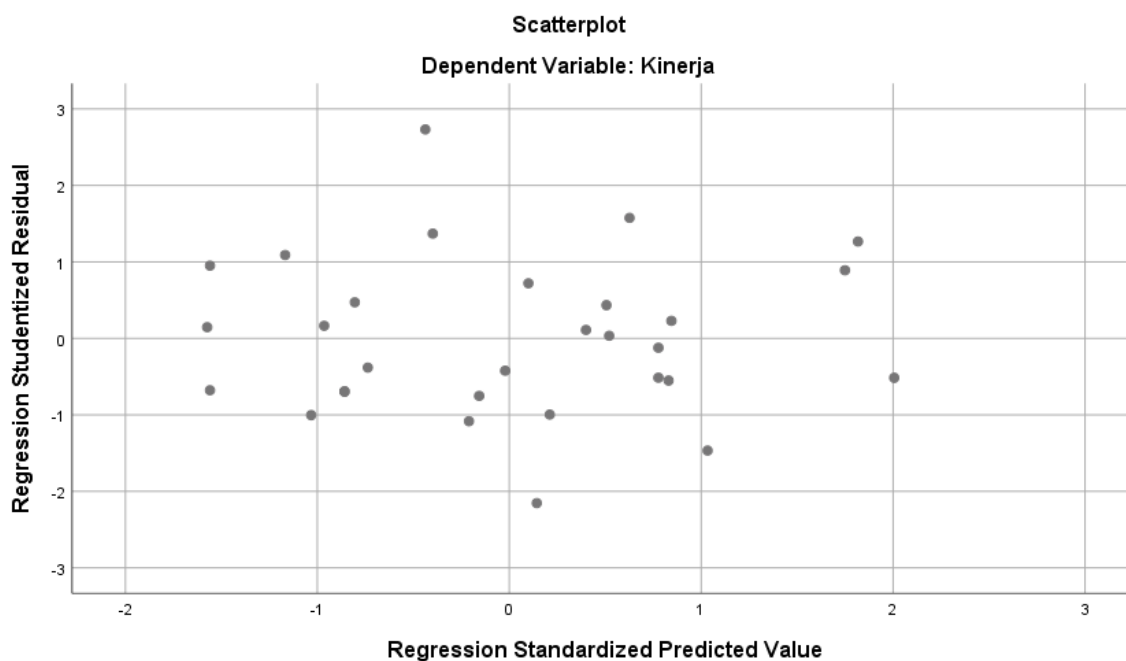
Type	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Leadership Style	.770	1.299
Work Environment	.770	1.299
Dependent Variable: Performance		

Source: Research Results, SPSS 25

Table 6 shows that the values Tolerance Each independent variable has a value tolerance > from 0.10. In addition, it is also seen that the VIF value of each independent variable < 10 which means there is no correlation and there is no multicollinearity between independent variables.

#### 4.5 Heteroscedasticity Test

The purpose of using heteroscedasticity tests is to determine whether there is an inequality of variance from residuals from different observations in regression models. If the variance of the residual between observations is fixed, it is called homoscedasticity. However, if it is different, it will be called heteroskedasticity. The following SPSS analysis results are shown in Figure 2:



Source: Research Results, SPSS 25

**Figure 2.** Heteroscedasticity Test Results

The graph above shows that there is no heteroscedasticity because the points spread above and below the number 0 on the Y axis which means there is no similarity in variation between the study variables.

#### 4.6 Multiple Linear Regression Analysis

The purpose of the multiple linear regression analysis test is to estimate how far the independent variable can affect the dependent variable. Researchers and analysts can understand the complex relationships between various factors that can influence a



phenomenon using this statistical method. To process data, assisted with the SPSS 25 program.

**Table 5.** Coefficients of Multiple Linear Regression Equations

Model	Unstandardized Coefficients		Standard Coefficients
	B	Std. Error	Beta
1 (Constant)	11.950	4.803s	
Leadership Style	.106	.108	.183
Work Environment	.400	.181	.412
Dependent Variable: Performance			

Source: SPSS 25 output.

The table above obtains the results of multiple linear regression equations with the explanation that points a = 11,950 which means that if points do not add from independent variables (leadership style and work environment), then performance points are 11,950. For b1 and b2 explain that every time there is an addition of 1 point from variable X, namely leadership style and work environment, b1 will add performance points by 10.6% and b2 by 40%.

#### 4.7 Coefficient of Determination (R<sup>2</sup>)

To identify the percentage of whether independent variables simultaneously or together affect the dependent variable, it is necessary to test the coefficient of determination.

**Table 6.** Determinacy Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.525 <sup>a</sup>	.275	.222	2.625

Source: Output SPSS 25

Judging from the table above, it can be explained that the value of 0.275 is an independent variable that affects the dependent variable by 27.5%. Meanwhile, the remaining value of 72.5% was described by other variables that were not included in this study.

#### 4.8 Partial Test (Test t)

A partial test or t-test is needed to test whether there is a partial significant effect between the independent variable and the dependent variable (Sugiyono, 2018).

**Table 7.** Partial Test Results

Model		t	Sig.
1 (Constant)		2.488	.019
Leadership Style		.979	.336
Work Environment		2.206	.036
Dependent Variable: performance			

Source: Output SPSS 25

The results of the statistical calculations in the table above explain that t count of the Leadership Style variable (X1) is (0.979) < t table (2.052) with significance values (0.336) > alpha (0.05) which means Leadership Style (X1) has no influence on Employee



Performance (Y). The calculated t result for the Work Environment variable (X2) obtained the calculated t value (2.206) > table t (2.052) and the significance value (0.036) < alpha (0.05). so that it is concluded that the Work Environment (X2) has a significant positive influence on Employee Performance (Y).

#### 4.9 Simultaneous Test (Test F)

Sugiyono (2018) Stating simultaneous tests or tests is necessary to identify whether there is a significant and joint influence between the independent variable on the dependent variable.

**Table 8.** F Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	70.659	2	35.329	5.127	.013
	Residual	186.041	27	6.890		
	Total	256.700	29			

Source: Research Results, SPSS 25

Judging from the F test result table above, F is calculated with a value of 5.127 > from F table 3.340 with a significance of 0.013 < *Alpha* 0.05. That is, simultaneously, Leadership Style (X1) and Work Environment (X2) jointly influence Employee Performance (Y).

#### 4.10 Discussion

##### The Influence of Leadership Style on Employee Performance

Leadership Style (X1) at LG Bandar Lampung Restaurant does not have a significant effect on Performance (Y). This means, if the leadership style is improved, it will not affect the performance of LG Bandar Lampung Restaurant employees. Therefore, H1 is rejected. These results are in line with research conducted by Nugroho (2018) which states that leadership style has no influence on employee performance. However, contrary to research Sunarto (2020) that leadership style has a significant positive influence on employee performance.

##### The Effect of Work Environment on Employee Performance

The Work Environment (X2) has a positive and significant effect on the performance of LG Bandar Lampung Restaurant employees which means that if there is an improvement in the work environment, the performance of LG Bandar Lampung Restaurant employees will also increase. This is supported by the phenomenon that occurs in the field, namely a comfortable and healthy work environment greatly affects the quality of performance of employees in completing their work at LG Bandar Lampung Restaurant to make it better. Therefore, marking H2 is accepted. Darmadi et al. (2022) Stating the same, the work environment has a significant positive effect on performance. However, it is different from the results of the study Sondakh et al. (2023) which states that the work environment does not have a positive and significant influence on performance.

##### The Influence of Leadership Style and Work Environment on Employee Performance

Simultaneously, Leadership Style (X1) and Work Environment (X2) together have an influence on the performance of LG Bandar Lampung Restaurant employees with the dominant factor, namely Work Environment with values Standardized Coefficient i.e. 0.412. This cushions the H3 received. Research conducted Sulaeman et al. (2023)

Resulting in the same thing, namely leadership style and work environment together have a significant influence on employee performance.

## 5. Conclusion

- 1) The leadership style variable has no influence on the performance of LG Bandar Lampung Restaurant employees.
- 2) Work environment variables have a significant positive influence on the performance of employees of LG Bandar Lampung Restaurant.
- 3) Simultaneously, leadership style variables and work environment variables together have a positive influence on employee performance.

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