THE EFFECT OF LEADERSHIP STYLE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE

R. Joko Sugiharjo, Rizki Surya Nugraha, Rr. Niken Purbasari, Ryani Dhyan Parashakti, Paijan, Chairiel Oktaviar

E-mail:r.joko@mercubuana.ac.id ,
rizkisuryanugrahaa@gmail.com,
npurbasari@stietrisakti.ac.id,
ryani.dhyan.parashakti@undira.ac.id,
paijan@mercubuana.ac.id,
chairiel.oktaviar@mercubuana.ac.id,

Abstract

This study aims to predict and analyze the effect of leadership style and work environment on employee performance at the Head Office of PT Bank Central Asia Tbk, Merchant Processing and Merchant Administration Affairs Units. The data used in this study is primary data and the research instrument is questionnaire using a Likert scale. This research was conducted on 80 respondents using a quantitative approach and hypothesis testing. For the data analysis method, Structural Equation Model (SEM) based on Partial Least Square (Smart-PLS) version 3.0 is used. This study able to predict that employee performance is not affected by leadership style while the work environment affects employee performance. The findings explain that the more effective the work environment, the better employee performance will be. The role of leadership style does not affect performance, it can be made possible by the conditions and characteristics of the work that are procedural and bureaucratic.

Keywords: Leadership Style, Work Environment and Employee Performance.

1. INTRODUCTION

Banking institutions are institutions that have an important role in encouraging economic activity. Banks as financial institutions have the function to collect public funds and distribute them back to the public in various forms of banking loan products. Banks, in the economic system, play the role to encourage the growth of economic activities along with the increasing needs of the public. In carrying out its role as a national Agent of Development, banks channel their funds to the public in the form of credit, to encourage the mobility of funds, and to create a better climate for the business world.

Human resources (HR) are important assets that need to be managed effectively by paying attention to various aspects of work, including building quality employee relations and an efficient work environment to achieve the best employee performance.

In the current era of globalization, increasing profits and performance is important, managing human resources in an effective way helps company managers to ensure that they will get the expected results through company HR (Dessler, 2020).

A successful company is determined by the best performance of employees. Employee performance is what employees should do best to achieve goals (Purbasari and Septian, 2017). PT Bank Central Asia Tbk (BCA) is one of the largest commercial banks in Indonesia, BCA continues to grow to become one of the largest private banks in Indonesia, supported by reliable human resources. BCA continues to maintain its commitment to grow with proven competencies in creating value in line with the precautionary principle.

The existence of the company in the context of retail banking requires the company to have the ability to compete with other banking companies. Efforts to achieve success in competition can be done by increasing the ability of human resources which can be measured by employee performance. Everyone in the company is responsible for achieving the desired goals. Employee performance is the extent to which employees have achieved their

numerical goals, such as company profits, cost reduction or efficiency (Dessler, 2020). Improved employee performance can help the company to achieve its goals, namely to survive and achieve success, and this also applies to PT Bank Central Asia Tbk (PT BCA Tbk), as one of the largest private banks in Indonesia.

This research was conducted at The head office of PT Bank Central Asia Tbk, specifically for the Merchant Processing and Merchant Administrative Affairs units. There are problems with the employee performance in the unit, which is indicated by the gap between the achievements that have been set as achievement targets and the realization of their achievements. This means that the Work Unit has not shown its best performance regarding the performance of employees which shows the company's performance in the Service Level Agreement (SLA). SLA is a tool which is a formal agreement between the supplier and the customer (external/internal) regarding the service commitments received and provided with a number of performance measures. All units must be able to create synergy from the whole team.

Based on the data obtained by the researcher, within a period of 3 years, the employees in the unit have not been able to show their best performance related to the company's performance which is the synergy of each unit, including the performance of the employees of the Work Unit. This can be seen from the Service Level Agreement (SLA) data at the Head Office of PT Bank Central Asia Tbk, the Merchant Processing and Merchant Administration Affairs as follows:

Service Level Agreement
Merchant Processing and Merchant
Administration Affairs Unit
Year 2019
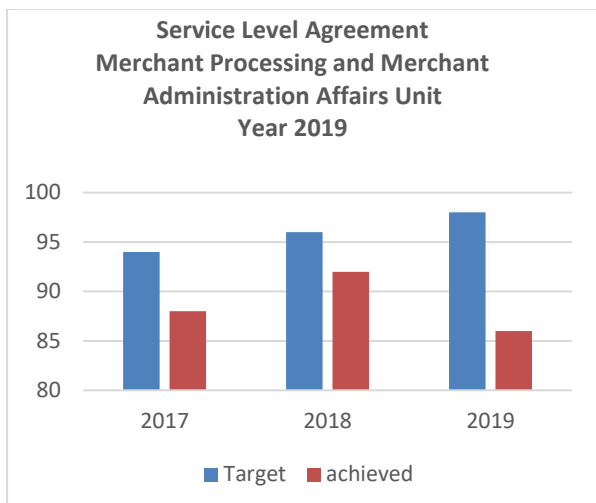
Source: Secondary Data from PT Bank Central Asia Tbk Head Office, Merchant Processing and Merchant Administrative Affairs Work Unit

The SLA data shows the occurrence of fluctuations in the achievement gap of the SLA numerical value from year to year (2017 – 2019 period). The gap in achievement shown by the difference between the achieved number with the target set by the company that shown in the data diagram. In 2017 with a target of 94%, only 88% was achieved, so there was a 6% gap. In 2018 with a target of 96%, 92% was achieved, so there was a gap of 4 real ratio of the score, not yet in percentage (%) and in 2019 with a target of 98% target, the achievement fell from the previous year at 86% or there was a 12% gap.

Many studies on employee performance have been carried out, however, research on employee performance is still an interesting thing to be researched, because a variety of different factors can affect employee performance. This research is limited to know and predict the influence of leadership style and work environment on employee performance in the unit.

Leadership style is the way a leader influences his subordinates which shows a pattern of leader behavior and in which depends on the attitude of the employees (Shravasti and Bhola, 2014). Based on various previous studies that have been conducted on various different objects, it is concluded that employee performance can be influenced by leadership style. However, different results were obtained by other researchers, who concluded the opposite result that leadership style did not affect employee performance.

The results of research conducted by Kusfiandi and Nawangsari (2020), Dhanti (2017) and Lee et al (2016) concluded that leadership style has a positive effect on employee performance. This conclusion shows that the better the leadership style applied by the leader in directing and encouraging subordinates in carrying out their responsibilities, the better the employee performance will be. However, in contrast to those researches, the results found in the research conducted by Purbasari and Septian (2017) said that leadership style does not affect employee performance.

In the research of Kusfiandi and Nawangsari (2020), Rizky and Mianti (2017), and Purbasari and Septian (2017) it was concluded that the work environment had a positive effect on employee performance. On the other hand, research by Dhanti et al. (2017) states that the work environment has no effect on employee performance.

The problems with differences in results or gaps in findings from research conducted by previous researchers related to leadership style and work environment with employee performance, making this research still needed to be done. This research was conducted to predict and analyze the influence of leadership style and work environment on employee performance of Merchant Processing and Merchant Administrative Affairs units at PT BCA Tbk head office.

2. LITERATURE REVIEW

2.1 Employee performance

Employee performance which is conceptualized in this study refers to employee achievement measured based on performance measurement indicators according to Bangun (2016). Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2014). Employee

performance can also be defined as a result achieved by an employee in carrying out the tasks assigned to him (Hasibuan, 2013). Measurement of employee performance in a job is measured through the following indicators:

a. Number of Jobs
This dimension shows the amount of work produced by individuals or groups as requirements that become the job standards.

b. Quality of Work
Every employee in the company must meet certain requirements to be able to produce work according to the quality required by a particular job.

c. Punctuality
Each job has different characteristics, certain types of work must be completed on time because they are dependent on other jobs. In this dimension, employees are required to be able to complete their work on time.

d. Presence
A certain type of work requires the presence of employees in doing it according to the specified time. Employee performance is determined by the level of employee attendance in doing it.

e. Cooperation Ability
For certain types of work, two or more employees may have to complete it, so cooperation is needed.

2.2 Leadership style

Leadership style is the way a leader influences his subordinates which shows a pattern of leader behavior and which depends on the attitude of the employees (Shravasti and Bola, 2014). The best leaders, at all levels, are those who are genuinely interested in other people and find ways to bring out the best in them (Daft, 2016).

The leadership style in this study is conceptualized as the way the leader directs his subordinates as measured by measurement indicators based on the theory of leadership style. Leadership style is defined as behavioral

norms used by a person when that person tries to influence the behavior of others as seen (Thoha, 2013).

There are three types of leadership styles, namely: (Hasibuan, 2016)

a. Authoritarian type of leader
• Power or authority mostly absolute majority on the leader or the leader adheres to a centralized system of authority.
• Decision making and policy are only determined by the leader himself.
• Subordinates are not included to provide suggestions, ideas, and considerations in the decision-making process

b. The delegated type of leader
• Delegation leadership is when the leader delegates his authority to subordinates with a little more completeness.
• Subordinates can make decisions and policies liberally or freely in carrying out their work.
• Leaders do not care how subordinates make decisions and do their works, it completely left to subordinates with the authority for subordinates with a little more completeness.

c. The participating type of leader
• Participation leadership is what is done in a persuasive way, creates harmonious cooperation, and fosters loyalty.
• Decisions are made jointly by the leader and subordinates
• Subordinates must participate in providing suggestions, ideas, and considerations in the decision-making process

Leadership style refers to the behavior of leaders who are effective in directing subordinates to achieve the desired goals based on the situation and characteristics of subordinate employees. In a study conducted by Kusfiandi and Nawangsari (2020) concluded that leadership style affects employee performance.

H1: Leadership Style has a positive effect on

Employee Performance

2.3 Work environment

The work environment in this study refers to the work environment theory which divides the environment into two types of work environment, namely the non-physical work environment and the physical work environment where employees work.

The work environment in the sense of a non-physical work environment is all conditions that occur related to work relations, both with superiors, subordinates and fellow co-workers. The work environment in the sense of the physical environment is all conditions that exist around the workplace, will affect employees both directly and indirectly (Sedarmayanti, 2015).

In this study, the work environment is conceptualized as the entire situation around employees whose measurements are based on indicators adapted from the theories of experts as stated by Sedarmayanti (2012) including:

a. Physical dimensions
   Physical dimensions are measured using four indicators, namely:
   • Illumination at work
   • Temperature at work
   • Humidity at work
   • Air circulation in the workplace
   • Noise at work
   • Mechanical vibration at work
   • Smells at work.
   • Coloring at work
   • Decoration at work
   • Music at work

b. Non-physical dimensions
   Non-physical dimensions are measured using two indicators:
   •   Job security
   •   Relationships with people at work

A good work environment can encourage employees to give their best. When the work environment is good, employees can work better based on their ability to achieve the desired goals. In a study conducted by Purbasari and Septian (2017), it was concluded that the work environment can affect
positive on employee performance.

H2: Work environment can have a positive effect on employee performance.

3. FRAMEWORK AND HYPOTHESIS

Based on the hypothesis that have been stated, namely:

H1: Leadership Style has a positive effect on Employee Performance

H2: Work environment can have a positive effect on employee performance.
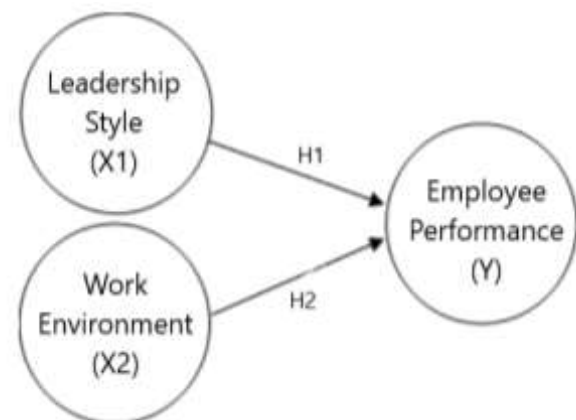
The framework of this research can be drawn as follows

Figure 1 Framework

4. RESEARCH METHODS

The research design used in this research is quantitative research with a causal relationship. The variables in this study are Leadership Style and Work Environment as exogenous variables and Employee Performance as endogenous variables. The study was conducted to predict the effect of Leadership Style and Work Environment on Employee Performance.

This study uses the population of PT Bank Central Asia Tbk employees, in Merchant Processing and Merchant Administrative Affairs units, amounting to 80 people. Using saturated sampling as a sampling technique. Saturated

sampling is a sampling technique when all members of the population are used as samples.

5. RESULTS AND DISCUSSION

Based on the Smart PLS analysis method to predict the effect of exogenous and endogenous variables, it can be concluded that Leadership Style does not affect employee performance in the Merchant Processing and Merchant Administrative Affairs units of PT BCA Tbk, while the Work Environment has an influence on employee performance.
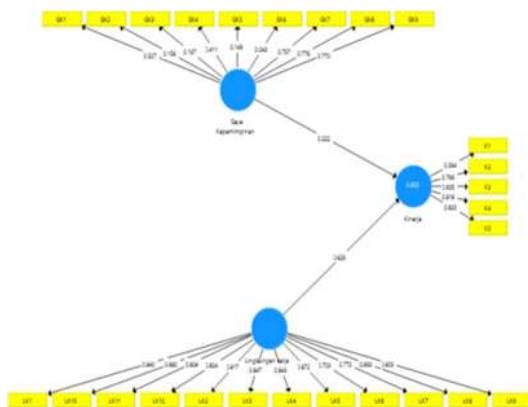

Figure 2 Initial Path Diagram Output Results

Table 1 Convergent Validity Test Results Initial Loading Factor Value

Variable	Indicator	Outer Loading	Conclusion
Leadership style	GK7	0.757	Valid
	GK8	0.776	Valid
	GK9	0.770	Valid
Work environment	LK1	0.840	Valid
	LK2	0.817	Valid
	LK3	0.847	Valid
	LK4	0.843	Valid
	LK5	-0.672	Non-Valid
	LK6	0.703	Valid
	LK7	0.722	Valid
	LK8	-0.693	Non-Valid
	LK9	-0.605	Non-Valid
	LK10	-0680	Non-Valid
	LK11	0.804	Valid
	LK12	0.824	Valid
Employee performance	K1	-0.594	Non-Valid
	K2	0.799	Valid
	K3	0.905	Valid
	K4	0.818	Valid
	K5	0.833	Valid

Variable	Indicator	Outer Loading	Conclusion
Performance	K2	0.781	Valid
	K3	0.907	Valid
	K4	0.851	Valid
	K5	0.868	Valid

Variable	Indicator	Outer Loading	Conclusion
Leadership style	GK1	-0.527	Non-valid
	GK2	-0.156	Non-valid
	GK3	-0.137	Non-valid
	GK4	-0.411	Non-valid
	GK5	-0.149	Non-valid
	GK6	-0,043	Non-valid

It can be seen that there are several invalid statements. This is because the loading factor value is below 0.70. (Ghozali, 2014). So the authors tested convergent validity after being modified by 80 employees at the Head Office of PT Bank Central Asia Tbk, Merchant Processing and Merchant Administrative Affairs units. Primary data is used to collect data through questionnaires. In making the questionnaire, the researcher used an ordinal Likert scale and was given a score or value to determine employee perceptions of the applied leadership style, work environment and employee performance at PT Bank Central Asia Tbk Head Office, Merchant Processing and Merchant Administrative Affairs units

The analytical method used to predict the influence of Leadership Style and Employee Work Environment on Employee Performance is using Smart PLS. Based on the pictures and tables below, it can be seen that there are invalid statements. This is because the loading factor value is below 0.70. So the author conducted a convergent validity test after it was modified.
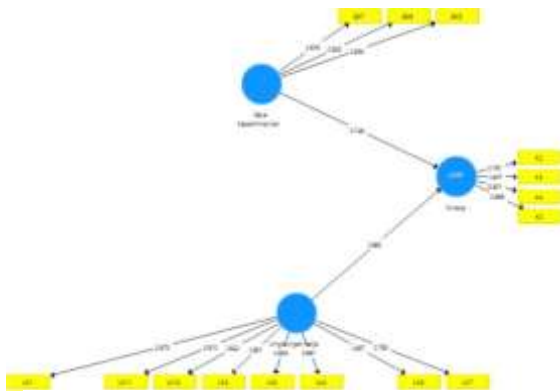
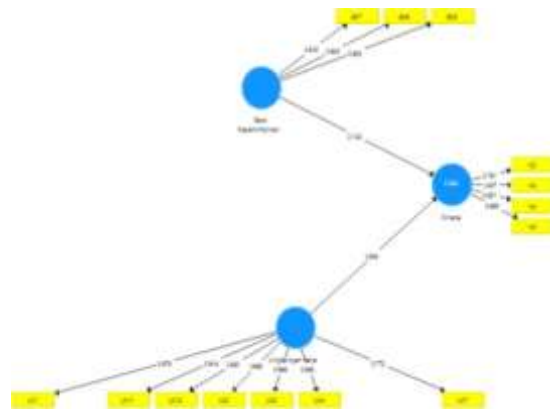**Figure 4 Path Diagram Output Results (modification)**

Table 2 Convergent Validity Test Results Loading Factor Value

Variable	Indicator	*Outer Loading*	Conclusion
Leadership style	GK7	0.816	Valid
	GK8	0.833	Valid
	GK9	0.854	Valid
Work environment	LK1	0.875	Valid
	LK2	0.861	Valid
	LK3	0.854	Valid
	LK4	0.861	Valid
	LK6	0.697	Non-Valid
	LK7	0.785	Valid
	LK11	0.810	Valid

Based on the table above, it is known that there are still statements that are not valid in the LK6 indicator of Work Environment variable. This is indicated by the loading factor value below 0.70 so that a re-calculation is carried out.

Figure 3 Path Diagram Output Results (re-modification)

Table 3 Convergent Validity Test Results Loading Factor Value

Variable	Indicator	*Outer Loading*	Conclusion
Leadership style	GK7	0.816	Valid
	GK8	0.833	Valid
	GK9	0.853	Valid
Work environment	LK1	0.879	Valid
	LK2	0.866	Valid
	LK3	0.866	Valid
	LK4	0.862	Valid
	LK7	0.772	Valid
	LK11	0.814	Valid
	LK12	0.830	Valid
Performance	K2	0.781	Valid
	K3	0.907	Valid
	K4	0.851	Valid
	K5	0.869	Valid

In the Figure and Table above, it can be seen that the loading factor of the re-estimation results shows that all indicators have good validity because they have a loading factor of more than 0.7. It is known that all variable dimensions are valid.

The conclusion that all variable dimensions are valid is because the loading factor value is above 0.70. In addition to the Loading Factor value, to analyze the validity of the research data, the Average Variance Extracted (AVE) value can be used. The following are the results of the validity test using the AVE value.

Table 4 AVE Test Result

Variable	AVE
Leadership Style	0.696
Work environment	0.709
Performance	0.728

Source: PLS Output Version 3, Processed Data (2020)

Based on the table above, it is known that all research variables are valid. This is because the AVE value is above the provision of 0.50.

5.1 Discriminant Validity Test

Table 5 *Fornell-Larcker* Criterion Test Table

	Leadership style	Work environment	Performance
Leadership style	**0.834**		
Work environment	0.524	**0.842**	0.758
Performance	0.486		**0.853**

Source: PLS version 3 output, data processed (2020)

In the table above, it can be seen that the AVE value of the Performance correlation variable is 0.853. This value is greater than the correlation value of the Performance variable with other variables. Thus the discriminant validity requirements through the Fornell-Larcker Criterion test have been fulfilled.

Beside using Fornell-Larcker, discriminant validity can also be tested based on the Cross-Loading value. An indicator is declared to meet discriminant validity if the value of the cross loading dimension on the variable is the largest compared to other variables. The following is the result of the cross loading value.

Table 6 Cross Loading Value Result

Dimension	Variable		
	Style Leadership	Environment Work	Performance
GK7	0.816	0.478	0.402
GK8	0.833	0.364	0.399
GK9	0.853	0.468	0.416
LK1	0.398	0.879	0.676
LK2	0.390	0.866	0.671
LK3	0.481	0.866	0.596
LK4	0.405	0.862	0.564
LK7	0.531	0.772	0.615
LK11	0.436	0.814	0.650
LK12	0.435	0.830	0.675
K2	0.387	0.577	0.781
K3	0.509	0.678	0.781
K4	0.356	0.579	0.851
K5	0.398	0.732	0.869

Source: PLS version 3 output, data processed (2020)

5.2 Reliability Test

Table 6 Cronbach's Alpha Test Result

Variable	AVE
Leadership Style	0.696
Work environment	0.709
Performance	0.728

Source: PLS version 3 output, data processed (2020)

Based on the Cronbach's Alpha test result table, it can be seen that all the constructs in the study were declared reliable because the Cronbach's Alpha value for all constructs was above 0.70 (Ghozali, 2014).

Table 7 Composite Reliability Test Result

Variable	CR
Leadership Style	0.873
Work environment	0.945
Performance	0.914

Source: PLS version 3 output, data processed (2020)

Based on the Composite Reliability est Result table , it can be seen that all the constructs in the study are declared reliable because the Composite Reliability value for all constructs is above 0.70.

Table 8 Coefficient of Determination Test Results

	R-square
Performance	**0.586**

Source: PLS version 3 output, data processed (2020)

Based on the table above, it can be seen that the R-Square value for the Performance construct is 0.586. It means that the model has a good level of goodness-fit model. While 41.4% is explained by other variables outside the researched.

$$Q^2 = 1-(1-R^2)$$
$$= 1-(1-0,586)$$
$$= 1-(0,414)$$
$$= 0,586$$

Figure 5 Predictive Relevance (Q^2) value result

Based on the results of the Predictive Relevance (Q^2) test, a value of 0.586 is produced where the value indicates a value greater than 0 or 0.586 > 0 so that it can be said that the model is considered relevant to the given endogenous factor predictions. That is, the observation value generated by the model is good (Ghozali, 2014).

5.3 Significance Test or t-Statistics Test

To see the results of the significance of the parameter coefficients, it can be calculated from the dimensions of the variables that have been

valid. Researchers want to know if there is a positive or negative influence and whether it is significant or insignificant based on the calculation of P Values which must be below 0.05 and the t statistic is greater than 1.96. If the t statistic is greater than the t table (1.96), then the two constructs are declared significant and vice versa.

Table 9 Significance Test Result

H	Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Note
H1	GK→K	0.123	0.127	0.107	1.145	0.253	Positive Non-significant
H2	LK→K	0.694	0.684	0.079	8.757	0.000	Positive significant

a. Leadership style has no effect on performance. The original sample estimate value of Leadership Style on Performance is 0.123 < 1, the t statistic value shows 1.145 < 1.96 (Ghozali, 2014). The results of the P-values are 0.253 > 0.05. Thus, Hypothesis H1 in this study is declared rejected. In conclusion, leadership style has no effect and is not significant on performance

b. Work Environment has an effect on Performance. The value of the original sample estimate of the Work Environment variable on the Performance variable is positive, which is 0.694 < 1 . Then, it can be seen that the t statistic is 8.757 > 1.96. Thus, Hypothesis H2 in this study is declared accepted. In conclusion, the work environment affects employee performance.
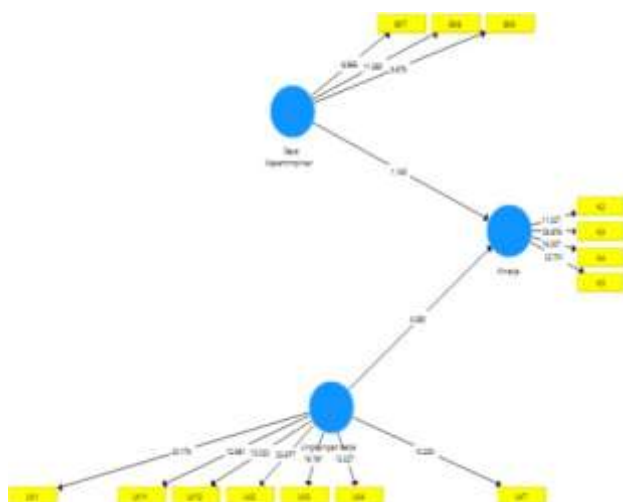
Figure 6 Effect of Test Results between Variables

6. CONCLUSION

Based on the results of the study, it was concluded that the leadership style had no effect on employee performance. This means that the increase in employee performance is not influenced by leadership at the Head Office of PT Bank Central Asia Tbk, Merchant Processing and Merchant Administrative Affairs units. The results of this study are not in line with the findings in research conducted by Kusfiandi and Nawangsari (2020), Purba Nielson (2019), Ambimbola et al (2017), Dhanti (2017), Lee et al (2016) and Priyono (2015). However, these results are supported by findings from research conducted by Purbasari and Septian (2017) which states that leadership style does not affect employee performance.

These results can explain that the leadership style applied in the Work Unit does not have a role to improve employee performance which can be made possible because employees in the Work Unit have the ability to carry out their duties and responsibilities based on applicable procedures and rules that have been set as standards directing employees to achieve their goals. This includes employees who do not need to be included to provide suggestions, ideas, and considerations in making decisions as a bureaucratic system at PT Bank Central Asia Tbk, Merchant Processing and Merchant Administrative Affairs units.

This study is also able to conclude that work environment variables affect employee performance. A good work environment, both in terms of physical and non-physical where security in the work environment and working in a room with good lighting/light is very influential, employees will feel safe, comfortable and fun while working so that it will lead to job satisfaction which can affect Employee performance is getting better. The results of this study are supported by findings from the research of Purbasari and Septian (2017), and Prayudi (2017), it is concluded that the work environment can affect employee performance. On the other hand, with the results of research conducted by Dhanti et al (2016), it is stated that the work environment has no effect on employee performance.

7. MANAGERIAL IMPLICATIONS

Based on the conclusions of the research, it can be predicted that there will be a positive influence on the Work Environment on Employee Performance. This means that the better the work environment is felt by employees, the employee's performance will be better. So it can be suggested for companies, namely the Head Office of PT Bank Central Asia Tbk, the work unit of the Head Office of PT. Bank central Asia Tbk, and in particular Merchant Processing and Merchant Administrative Affairs units to be able to give more attention to the factors of the work environment in the company, such as providing a comfortable space and adding several facilities in the workspace such as good lighting, soothing music and comfortable chairs so as to increase employee focus at work and be able to optimize the performance it provides.

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