

THE AFTERMATH OF WORK ENVIRONMENT, COMMUNICATION AND LEADERSHIP ON PERFORMANCE OF EMPLOYEES IN TARAKAN CITY EDUCATION OFFICE

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Abstract

This study aims to examine and analyze the influence of the working environment of communication and leadership towards the performance of employees in the education department of Tarakan city. Data collection was done by distributing questionnaires and carried out on 48 people who were samples in this research. The sample technique used is random and data testing techniques used in this research include validity test with factor analysis, reliability test with Alpha Cronbach. Multiple linear regression analysis $Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$. Thus the regression equation is : $Y = 4,588 + 0,282 X_1 + 0,371 X_2 + 0,271 X_3$. The results of the t test showed that the partial variable of the working environment has positive and significant effect on the performance of employees in the education department of tarakan city, so the hypothesis in the proposed proved true ($T_{hitung} = 2,731 > T_{table} 2.012$). T test results showed that the communication variables have a positive and significant impact on the performance of employees in the education department of tarakan city, so the hypothesis in the proposed proved true ($T_{hitung} = 3,339 > T_{table} 2.012$). T test results showed that the Leadership to work variables have a positive and significant impact on the performance of employees in the education department of tarakan city, so the hypothesis in the proposed proved true ($T_{hitung} = 2,846 > T_{table} 2.012$) The results of f test showed that the working environment of communication and leadership positive effect and significant to the performance of employees in the education department of tarakan city, so the hypothesis in the proposed proved true ($F_{hitung} = 81,195 > F_{table} 2,82$).

INTRODUCTION

Education Office of Tarakan City is one of the government agencies that carry on the education field. This institution has a vision that quality education can be realized in reality rest on the nation's culture in an effort to generate quality education in order to build quality education people who do not leave the nation's culture. Facing the current globalization era which demands high employee productivity there are still many obstacles deal with that able to hamper the Education Office of Tarakan City's vision. Depend on the observations effect that have been made, the working environment of the Education Office of Tarakan City, has not supported employees to work comfortably, it is seen by the large number of files scattered around the workplaces of employees, the

uncertain temperature of the room almost throughout the workspace of employees caused the unavailability of room temperature regulators, inadequate workspace area so as to limit the space for employees, there is still jealousy among employees regarding the division of tasks, etc.

Over and above the work environment, communication problems are also not well established where there are still errors or closure between employees so there is an error in carrying out the duties and responsibilities of the employees who are in the Education Office of Tarakan City. This problem cannot be separated from the problem of leadership which is still not very visible in the Education Office of Tarakan City, resulting in communication between

superiors and subordinates not so well established and makes a lack of communication that will also impinge work environment in the Education Office of Tarakan City.

In addition, employees performance is still not in line with the expectations of the institution, it can be seen when employees unable meeting the target completion of tasks that should be according to deadlines, the need for a long time when there are people who want to take care of the school documents, etc. Obviously problems like the above must be fixed immediately so as not to impede the vision and mission of the Education Office of Tarakan City.

From the above problem limitation, the main problem can be determined, so that it can be formulated as follows:

1. How does the work environment affect employee performance at the Education Office of Tarakan City?
2. How does communication affect employee performance at the Education Office of Tarakan City?
3. How does leadership affect employee performance at the Education Office of Tarakan City?
4. How does the work environment, communication and leadership affect employees performance at the Education Office of Tarakan City?

From the explanation of the problem context, the writers are interested in conducting a study by taking the title "The Aftermath of Communication and Leadership Work Environment on Employee Performance at the Education Office of Tarakan City". The benefits to be gained include more information about the science of human resource management, especially regarding the work environment, communication, leadership and employee performance.

For this sense, leadership is always interactively and constructively related to all components to form conducive climate in the organization (Rahmat, Achmad Daengs, Djafri, Shofwan, & Umanailo, 2019: 1866).

According to the job characteristics approach, job satisfaction is determined primarily by the nature of the employee's work or by the characteristics of the

organization where they work (Indrasari, 2017: 37).

RESEARCH METHODOLOGY

In this study, the population as well as the sample were all employees of the Office of Education and Culture of Tarakan City, totaling 48 employees. The sampling technique used is saturated sample, the term of saturated sample is census, where all members of the population are sampled, that is 48 people.

The data used in this study is the primary data where the data obtained directly from the source, observed and recorded for the first time. This primary data is in the form of questionnaire answers or questionnaires from the study sample. Research data collection methods are direct survey and questionnaire. Data analysis techniques used multiple regression analysis.

LITERATURE REVIEW

Work environment

Work environment that is intended in this study is anything that exists around the workers or employees and that can affect him in carrying out the tasks or jobs that are charged. According to Nitisemito (1997: 183). Significant indicators in the work environment consist of:

1. Sufficient lighting or light is the urgent consideration in office facilities because many irregularities in office work are caused by poor lighting.
2. Color, colors not only enhance the office but also improve conditions in doing the office work and humans are influenced in part by the colors presence. The harmonious color combination will lead to beauty, enthusiasm and excitement of work.
3. Music, music is physiologically important to relieve physical fatigue and vision, reduce nervous tension and make employees feel more relaxed.
4. Air, air in an office is also an important factor, because in general offices nowadays use more Air Conditioning that regulates the air state.
5. Sound, an office that has a silencer is an efficient offices, sound that is not noisy will be fun and lead to good work passion. Because the noise that will disturb one's health and mental health,

while the effect is a disturbance in concentration and reduce research in completing work.

6. Security, in an office must have security facilities to guard such as fire extinguishers, sirens, water faucets and emergency exits. In addition, it must also have office security personnel
7. Cleanliness, in an office must take precedence, both indoors and around the building. To keep the office clean, cleaning tools must be sufficient, cleaning staff must be provided.

Communication

The intended communication in this study is the Communication Indicator as stated in Hutapea and Thoha (2008: 28), the communication indicators include:

1. Knowledge which includes:
 - a. Knowing and understanding knowledge in their respective fields relating to their duties and responsibilities at work.
 - b. Knowing knowledge relating to regulations, procedures, and new techniques in the company.
 - c. Know how to use the right and correct equipment and tactics information.
2. Skills which include:
 - a. Ability to communicate well in writing
 - b. Ability to communicate clearly verbally.
3. Attitude which includes:
 - a. Having the ability to work at work.
 - b. High morale.
 - c. Having ability in planning / organizing.

Leadership

Leadership conforming to Martoyo (2000: 176-179), is the overall activity in order to induce people to want to work together to achieve a goal that is indeed desired together. In a good leadership must have good qualities and be a benchmark of leadership, namely:

1. Analytical Ability, namely the ability to analyze situations faced carefully, mature, and steady, is a prerequisite for the success of one's leadership.
2. Communication skills, namely in giving commands, instructions, guidelines,

advice, a leader must master the techniques of communication.

3. Courage is the higher position of a person in the organization he needs to have greater courage in carrying out the main tasks that have been entrusted to him.
4. Ability to listen is one of the qualities that must be owned by every leader is his ability and willingness to hear the opinions and or suggestions of others, especially his subordinates.
5. Firmness in dealing with subordinates and facing uncertainty, is very important for leaders.

Employee Performance

Employee Performance by Lateiner and Levine, (1993: 77) suggests the same thing that employee performance indicators can be seen from:

1. Regularity and timeliness of work, that is, employees must work at work during work hours and complete regularly and correctly.
2. Compliance with work rules and systems, i.e. regulations and work systems that are made as well as work guidelines are adhered to properly and correctly.
3. Satisfactory quantity and quality of work that is work carried out with high quality and quantity can satisfy the concerned and the company.
4. Completion of work with good enthusiasm, that is, performance is not only related to the obedience of an employee in the company, but also involves the enthusiasm and excitement of work. Every employee should ideally be able to work with full responsibility, not coercion or for fear of being sanctioned.
5. Effective relations and communication that is good performance will not appear without effective relationships and communication between leaders and employees.
6. Able to provide motivation and added value, which is good performance will always be a motivation at work and valued as an added value for an employee.
7. Responsibility for company assets, namely good performance will always be responsible for every good use or use of company assets.

RESEARCH METHODS

Conceptual framework in a chart presents the influence direction of independent variables over the dependent variable. Data analysis is the process of simplifying data into easier forms to be read and implemented. The analysis technique chosen to analyze the data and test the hypothesis in this research (Daengs GS & Zuhroh, 2018: 401).

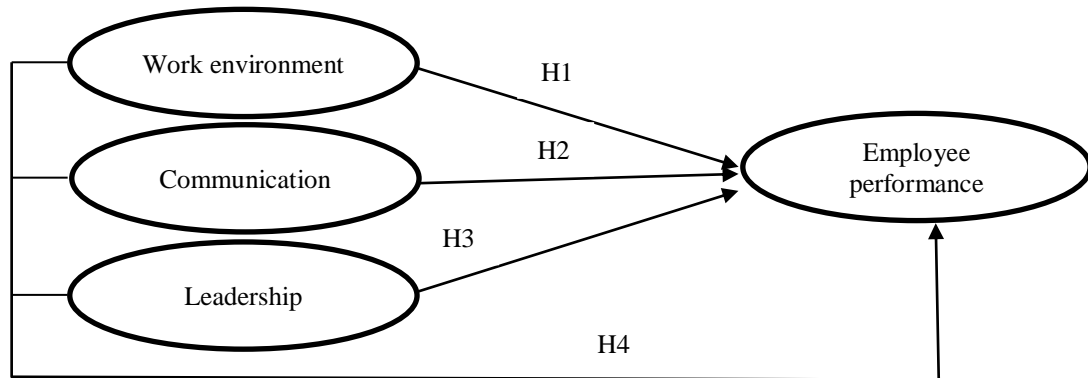


Figure 1. Conceptual Framework

The hypotheses in this study are as follows:

- H1 = Work environment has a significant consequences on employee performance at the Education Office of Tarakan City.
- H2 = Communication has a significant consequences on employee performance at the Tarakan City Education Office.
- H3 = Leadership has a significant consequences on employee performance at the Tarakan City Education Office.
- H4 = Work Environment, Communication and Leadership significantly consequences Employee Performance at the Tarakan City Education Office.

Type of research that explains contingency between research variables and explains the aftermath of independent variables to dependent variable (Susanti & Kristiawati, 2019: 30).

RESULTS AND DISCUSSION

Characteristics of respondents in the form of the identity of each respondent regarding age, sex, last education, years of service and class. Distribution result of data or questionnaires are presented in the form of raw data that is processed using descriptive statistical techniques. Data Sample taken in this study was 48 employees.

Based on the test results of the instrument in the validity test with the results of the distribution of questionnaires it can be seen that each variable starting from the work environment, communication, leadership and employee performance are all valid because the value of r count $>$ r table. The reliability test results of all research variables were declared reliable because they have a Cronbach's Alpha value $>$ 0.6, namely Work Support (X1) = 0.631; Communication (X2) = 0.692; Leadership (X3) = 0.733 and Employee Performance (Y) = 0.632.

To answer the hypotheses that have been proposed, the t test and F test are used in this research. This analysis is used to determine the effect of work environment, communication and leadership partially and simultaneously on the performance of employees at the Education Office of Tarakan City.

Partial Significance Test (t Test)

This test is used to see the extent of the effect (partially) individually variable X to variable Y. Based on the results of processing that has been done with the SPSS 16.0 program, the results of the t test can be obtained, the results are summarized in the following table:

Table 1 : t-test

Variable	t_{count}	t_{table}	Remarks
Work environment X1	2,731	1,680	Affected
Communication X2	3,339	1,680	Affected
Leadership X3	2,846	1,680	Affected

Testing the regression coefficient of the independent variable:

H1 : Work Environment affected employee performance at the Education Office of Tarakan City.

Hypothesis testing for work environment variables affected on employee performance at the Education Office of Tarakan City can be explained with the following hypothesis:

1. Hypothesis

H0: $b_1 = 0$, the work environment unaffected employees performance at the Education Office of Tarakan City.

H1: $b_1 \neq 0$, Work environment affect employee performance at Education Office of Tarakan City.

2. Level of confidence = 95% with an error rate $\sim = 0.05$

3. $t_{count} = 2.731$ and $t_{table} = 2.012$.

To get the value the following equation can be used: $df = n - k - 1$, where n is the total sample, k is the number of independent variables. So $df = 48 - 1 - 1 = 46$. So we can see in t_{table} in df is 44. Based on the table, the table obtained is 2,012. Because the t_{count} value of 2.731 > t_{table} 2.012, H0 is rejected and H1 is accepted, meaning that there is a significant positive influence between work environment variables and employee performance at the Education Office of Tarakan City.

H2: Communication affects employees performance at the Education Office of Tarakan City.

Hypothesis testing for communication variables affected employee performance at the Education Office of Tarakan City can be explained with the following hypothesis:

1. Hypothesis

H0: $b_2 = 0$, Communication unaffected employee performance at the Tarakan City Office of Education.

H1: $b_2 \neq 0$, Communication affected employee performance at the Tarakan City Office of Education.

2. Level of confidence = 95% with an error rate $\sim = 0.05$

3. $T_{count} = 3.339$ and $t_{table} = 2.012$

Based on the table, the t_{table} value obtained is 2,012. Because the t_{count} value is 3.339 > 2.012, then H0 is rejected and H1 is accepted, meaning that communication has a positive and significant effect on employee performance at the Tarakan City Education Office.

H3: Leadership affects employee performance at the Tarakan City Office of Education.

Hypothesis testing for leadership variables affected employee performance at the Tarakan City Office of Education can be explained with the following hypothesis:

1. Hypothesis

H0: $b_2 = 0$, Leadership unaffected employee performance at the Education office of Tarakan City.

H1: $b_2 \neq 0$, Leadership affect employee performance at the Education office of Tarakan City.

2. Level of confidence = 95% with an error rate $\square = 0.05$

3. $t_{count} = 2.846$ and $t_{table} = 2.012$

Based on the table, the table value obtained is 2,012. Because t_{count} value is 2.846 > t_{table} 2.012, H0 is rejected and H1 is accepted, meaning that leadership has a positive and significant affected employee performance at the Education office of Tarakan City.

Simultaneous Significance Test (Test F)

Simultaneous test or F test is a joint test to test the significance of the influence of work environment, communication and leadership

variables together (simultaneous) affect the performance of employees at the Education office of Tarakan City.

Tabel 2 : Recap of F-test result
 ANOVA^b

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	133.668	3	44.556	81.195	.000 ^a
	Residual	24.145	44	.549		
	Total	157.812	47			

a. Predictors : (Constant), Leadership, work environment, communication

b. Dependent Variable: employee performance

The steps to carry out the F test are as follows:

- Hypothesis
 H0: $b_1 = b_2 = 0$, variables (X1), (X2) and (X3) simultaneously unaffected the employee performance at the Education office of Tarakan City.
 H1: $b_1 \neq b_2 \neq 0$, variables (X1), (X2) and (X3) simultaneously affected the employee performance at the Education Education office of Tarakan City.
- The level of significance
 The significance level used is 0.05 (~ = 5%) and in the table, the significant level is 0,000 or 0% meaning that the independent variable influences the dependent variable with a significant level of 0%.
- Determine Ftable 3.
 By using a confidence level of 95%, ~ + 5%, *df* can be determined by the following equation: $df_1 = \text{number of independent variables means } df_1 = 3$ while $df_2 = n - k - 1$, meaning $df_2 = 48; (48 - 3 - 1)$ so, it can be seen in table F in column 3 row 44 that is 2,820.

- Testing criteria
 H0 is rejected if $F_{\text{count}} < F_{\text{table}}$
 H1 is accepted if $F_{\text{count}} > F_{\text{table}}$
- Comparing F_{count} with F_{table} .
 $F_{\text{count}} > F_{\text{table}} (81,195 > 2,820)$

Built on statistical testing with the F test method, where the significant level obtained is smaller that is equal to 0,000 from a significant standard of 5% or 0.05 and the comparison between F count and F tables where F count is 81.195 greater than the F table that is 2.820, then it can be concluded that H0 is rejected and H1 is accepted or the work environment, communication and leadership simultaneously have a significant effect on employee performance at the Education Office of Tarakan City, which means that the fourth hypothesis proposed acceptable.

Coefficient of Determination (R²)

Based on Adjusted R Square obtained a value of 0.837, which means that the work environment, communication and leadership variables influence and are able to explain employee performance at the Education Office of Tarakan City by 83.7%, while the remaining 16.3% is affected by other factors not in the model research.

The analysis technique used in this research is multiple linear regression analysis that aims to find out how much influence the work environment (X1), communication (X2), and leadership (X3) partially has on employee performance (Y). Based on the regression results from primary data processed produces the following results:

Table 3 : R Square Recapitulation
 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.920 ^a	.847	.837	.741

a. Predictors : (Constant), Leadership, work environment, communication

Table 4: Summary of Multiple Linear Regression Analysis Result

Independent variable	Dependent Variable	Constant & regression coefficient	Significant	Remarks
Employee performance (Y)	Work environment (X1)	0,282	0,009	H1 Accepted
	Communication (X2)	0,371	0,002	H2 Accepted
	Leadership (X3)	0,271	0,007	H3 Accepted
	Constant (a)	4,588	0,014	

DISCUSSION

Based on the table above, it can be seen the value of the constant (a) is 4.588, while the regression coefficient for work environment variables (0.282); communication (0.371) and leadership 0.271. By looking at the table, it will be known the effect of each independent variable on the dependent variable as follows:

First, regression coefficient of the work environment variable is 0.282 with a significance level of 0.009. Because the significance level of 0.009 (smaller than 0.05), it can be concluded that the work environment variable (X1) influences employee performance (Y). Therefore, the first hypothesis (H1) which states that "the work environment influences the performance of employees at the Education Office of Tarakan City " is statistically acceptable. This shows that the work environment really must be considered by the government / company and employees.

Second, the regression coefficient value of the communication variable is 0.371 with a significance level of 0.002. Because the significance level of 0.002 (smaller than 0.05), it can be concluded that the communication variable (X2) influences employee performance. Therefore, the second hypothesis (H2) which states that "communication has a significant effect on employee performance at the Education Office of Tarakan City ", is statistically acceptable. This means that everything related to communication will have an influence on the Education Office of Tarakan City.

Third, the regression coefficient value of the leadership variable is 0.271 with a significance level of 0.007. Because the

significance level of 0.007 (smaller than 0.05), it can be concluded that the leadership variable (X3) affect employee performance (Y). Therefore, the first hypothesis (H3) which states that "leadership affect employee performance at the Education Office of Tarakan City " is statistically acceptable.

While the work environment, communication and leadership variables have a positive and significant effect simultaneously on the employees performance at the Education Office of Tarakan City, this can be seen from the magnitude of the calculated F value is still greater than the value of the F table. Fcount value > F table (81,195 > 2,820). So that the hypothesis which states (H4) Environment, Communication and Leadership has a significant effect on the Employee Performance at the Education Office of Tarakan City.

This study uses causality research type, namely research that is used to analyze causal relationships between variables through hypothesis testing (Achmad Daengs et al., 2019: 598).

From this it can be seen that customer satisfaction is influenced by customer expectations and perceptions of performance (Gutama, Hermanto, Kaihatu, & Kartika, 2015: 42)2q.

CONCLUSION

Based on the analysis and discussion above, several conclusions can be drawn as follows: By using multiple linear regression analysis models that produce the equation: $Y = 4.588 + 0.282 (X1) + 0.371 (X2) + 0.271 (X3) + 0.05$ from the results of the regression coefficient that can show the value of beta with the work environment variable (X1) be

a variable that affects employee performance with a value of b 0.282, as well as a communication variable with a value of b 0.371 (X2) becomes a variable that is able to influence employee performance and leadership variable 0.271 (X3) becomes a variable that affects employee performance.

With this it can be concluded as follows:

1. Hypothesis H1 present that the work environment has a positive and significant effect on employee performance at the Education Office of Tarakan City.
2. The H2 hypothesis present that communication has a positive and significant effect on employee performance at the Education Office of Tarakan City.
3. Hypothesis H3 present that leadership has a positive and significant effect on employee performance at the Education Office of Tarakan City.
4. Hypothesis H4 present that work environment, communication and leadership simultaneously have a positive and significant effect on employee performance at the Education Office of Tarakan City is accepted.

SUGGESTION

As for suggestions that the author can give relating to this research as follows:

1. The company / government in this case the Education Office of Tarakan City is expected to improve the work environment atmosphere because a good environment or work atmosphere will determine maximum work results.
2. Communication between employees, subordinates and superiors must be good, subordinates with subordinates also need to be considered because good communication will greatly determine the success of the performance of a government agency / company.
3. Leadership style must be considered by a leader because the success of a company / government agency depends on how a leader can direct, lead and guide his employees to improve the performance of their employees.
4. For further research on employee performance is expected to be able to

add several additional alternatives, namely:

- a. Adding research respondents with more limited criteria. specifics, so you can get statistically better results.
- b. Adding other independent variables in the research model so that research results can be obtained related to factors that affect employee performance.

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