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The Influence of Working Conditions, Workability and Leadership on Employee Performance

Pengaruh Kondisi Kerja, Kemampuan Kerja dan Kepemimpinan terhadap Kinerja Karyawan

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ABSTRACT

This research analyzes the effect of work conditions, workability, and leadership on employees' performance. The issue of this research is raised because of the decrease in employees' performance caused by several aspects such as uncomfortable work conditions, poor employees' workabilities, and incompetent leadership. Based on those aspects mentioned, this research will discuss the way to increase employees' performance. The proportional stratified random sampling is used for 72 respondents in the fashion industry at Bandung city. The data are analyzed using multiple linear regression analysis. This study shows that the level of workability and employees' performance is closely related. Also, the relationship between leadership and employees' performance is very strong. Moreover, the dominant factor that affects employees' performance is the leadership aspect.

Keywords: Work conditions, workability, leadership, employees' performance.

JEL Classifications: J24, J29, J81

ABSTRAK

Tujuan dari penelitian ini untuk menganalisis pengaruh kondisi kerja, kemampuan kerja dan kepemimpinan terhadap kinerja karyawan. Permasalahan dari penelitian diangkat dari fenomena penurunan kinerja karyawan yang disebabkan oleh beberapa aspek yang dirasakan, seperti kondisi kerja yang kurang nyaman, kemampuan kerja karyawan masih rendah, dan kepemimpinan yang kurang kompeten. Berdasarkan hal-hal yang sudah disebutkan, yang akan dibahas dalam penelitian ini yaitu bagaimana meningkatkan kinerja karyawan. Teknik penggunaan sample yaitu stratified propotional random sampling kepada 72 orang responden di industri fesyen kota Bandung . Analisis data yg digunakan adalah regresi linier berganda. Penelitian ini menunjukkan taraf kemampuan kerja dan kinerja karyawan berhubungan sangat erat. Sedangkan untuk hubungan antara kepemimpinan dengan kinerja karyawan ternyata sangat kuat. Lalu, faktor dominan yang paling berpengaruh terhadap kinerja karyawan adalah faktor kepemimpinan.

Kata Kunci: kondisi kerja, kemampuan kerja, kepemimpinan, kinerja karyawan.

JEL Klasifikasi: J24, J29, J81

INTRODUCTION

Every organization has a vision, mission, and goals to be achieved in writing or in unwritten forms, in a very simple form of organization and a very complex form of organization. Humans as the main resource of an organization also have goals for their own interests as individuals. This goal congruence is intended so that the organization is able to create harmony between the goals that humans want to achieve as individuals and the goals to be achieved in the organization. (Maciaiello & Kirby, 1994:250).

A way of thinking that can be argued for its simplicity, the way employee performance is as a function of the interaction between ability and motivation (Davis, 1990: 343). If something is inadequate, that performance will be affected by negative things. So that intelligence and skills must be considered in addition to motivation if it is to accurately describe and predict employee performance. Performance is influenced by the interaction of performance opportunities, motivation, and workability of employees (Van Iddekinge et al., 2018).

Robbins (2001: 42) defines the ability in a person and the capacity of an individual to do various tasks in a job. The ability of employees to be developed cannot be separated from a number of personal potentials or advantages that are present and possessed by an employee at that time, such as age, gender, level of intelligence, level of education, background skills, and expertise mastered, their knowledge and work experience. Likewise, leaders must be able to invite their subordinates to achieve their goals if the leadership knows the motivations of their subordinates that can encourage certain actions and at certain times. The ability of leaders to motivate their employees will depend on the leadership behavior they apply. The right leadership behavior will encourage employees to be more active in doing their jobs (Chaniago, 2020).

Uncomfortable working conditions, perceived low workability of employees, and inadequate leadership are aspects of the cause of the decline in employee performance (Iqbal, Anwar, & Haider, 2015). In order to support the achievement of organizational goals in the company's management structure, it is necessary to have high-quality human resources, namely employees who have high performance. One of the efforts to improve employee performance is through the establishment of comfortable working conditions, high employee work skills, and competent leadership (Adriansyah et al., 2020; Pancasila et al., 2020).

LITERATURE REVIEW

Work Condition

Work conditions in the workplace, such as room layout, lighting, cleanliness, air control, and job security greatly affect employee performance (Reksohadiprodjo & Gitosudarmo, 1992: 153). This arrangement is inherent in planning buildings and workplaces, so it is relatively technical in nature. It should also be noted here that the costs incurred for these purposes should not be exaggerated, meaning that expenditures or actions need to be adjusted with the aim of improving performance. This is consistent with research conducted by Lestary, L., & Chaniago, H. (2018) that a comfortable work environment can affect employee performance.

WorkAbility

Workability is built on a balance between one's resources and job demands. The basis for workability is a health and functional capacity, but workability is also determined by professional knowledge and competence, values, attitudes, and motivation, and the job itself (Berg, Elders, Zwart, & Burdorf, 2008). Other underlying considerations

regarding employee performance as a function of the interaction between ability and motivation; namely performance = $f(A + M)$. If something is inadequate, that performance will be negatively affected. According to Robbins (2001: 42) in his explanation of the basics of individual behavior, describes the basics of this behavior into 4 (four) variables, namely: Biographical Characteristics, Abilities, Personality, and Learning which can be considered the impact on employee performance. Individual ability is a person's intellectual and physical capacity (Robbins, 2001: 46) which can be trained so that they can adjust and complete their work (Mondy & Noe, 1993: 132). The ability of employees is influenced by age, gender, level of intelligence, level of education and knowledge, type and number of skills, experience, and years of service of the employee concerned. So that companies need to adjust the characteristics according to their work to get competent quality resources, Locke, et al. (1978) stated that good work ability by using motivation as a moderator results in a good performance. Meanwhile, Robbins (2001: 187) states that there is a relationship between the influence of employee abilities on employee performance.

Leadership

Leadership occupies a strategic position and is treated in the organization, where there is a collaborative interaction between two or more people in achieving organizational goals. According to Nawawi (1995: 14) leadership is "an ability to influence, direct and guide one's feelings, thoughts and behavior, to be motivated to develop creativity and initiative in carrying out activities aimed at achieving common goals". In this case, efforts to align perceptions between people who will influence behavior with those whose behavior will be influenced is a very important position (Widodo & Silitonga, 2017; Razak, Sarpan, & Ramlan, 2018).

Employee Performance

Performance is the quality and quantity of output (individual) or group in a particular activity caused by natural abilities or abilities obtained from the learning process and the desire to do (Barasa, Gunawan, & Sumali, 2018). The progress of an organization or organization is very dependent on the performance of its employees. A manager can judge the success of employee performance from the results or level of completion of the tasks assigned or assigned to employees. Giving a standard target for a job helps employees to be able to complete the job with maximum results. The labor factor is one of the key factors in determining whether a company is progressing or not. Therefore it is necessary to have coaching, even training that is necessary so that the employee concerned can complete the job optimally. In an organization, career paths will be a strong motivation for every employee, such as support and certainty in the implementation of a task or plan, such as the Standard Operational Procedure SOP for employment (Soeprihanto, 2001: 3).

Darma (1985: 1) states that the relationship between performance and business ability is largely determined by the level of one's abilities. Meanwhile, employee performance appraisal can be measured in quality and quantity. The problem with this performance appraisal system is that it does not cover the causes of performance, it assumes that employees can control all of their performance. Sometimes employee performance is affected by frequent breakdowns of equipment that interrupt their work throughout the year. Because it requires proper performance standards and is accepted by all parties.

RESEARCH METHODOLOGY

The object of this research is an assessment of the condition and performance of employees in the fashion industry in the city of Bandung. The sample used Proportified Stratified Random Sampling with a sample size of 72 respondents. Data analysis uses multiple linear regression to determine how much influence the working conditions, work ability, and leadership have on the performance of company employees either simultaneously or partially.

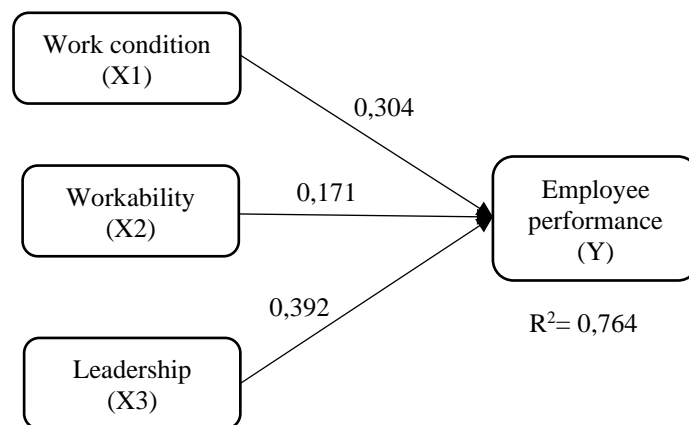


Figure 1: Research Model

RESULTS AND DISCUSSION

From research on employee performance and the elements of influence carried out, it can be seen that the performance of most company employees is in the high enough category. This shows that the average performance of company employees can be said to be quite successful because the enthusiasm for work is very high. This is shown from the appreciation at work. Employees at work are shown more at present when employees are more disciplined in working time, cooperation between employees is also very good, the initiatives taken are also very good and the quality of work is also quite good. With this good performance, the organizational goals will be achieved. When viewed from the variable working conditions, in the operational definition it is the average employee's statement about the level of conditions and situations of the place that support doing a job in the work environment. This opportunity is measured based on the following indicators: 1) complete work equipment; 2) Complete work materials; 3) Supporting co-workers; 4) Supporting rules and procedures for work; 5) Adequacy of information to make decisions related to work. From this research, it can be seen that the working conditions of the company's employees are mostly in a high enough category. This shows that the average working conditions of the company's employees can have a fairly good working condition. This is indicated by the existence of complete work equipment, for example, computers, manual or electric typewriters, and the internet, which have supported the continuity of their duties a lot; Complete work materials, for example, paper and several other supporting materials; Supporting co-workers; Supporting rules and procedures for work, this makes employees more comfortable working; Sufficient information to make decisions related to work.

From this research, it can be seen that the working conditions of the company's employees are mostly in a high enough category. This shows that the average working conditions of the company's employees can have a fairly good working condition. This is indicated by the existence of complete work equipment such as computers, manual or

electric typewriters, and the internet which have greatly supported the continuity of their duties; Complete work materials, for example, paper and several other supporting materials; Supporting co-workers; Supporting rules and procedures for work, this makes employees more comfortable working; Sufficient information to make decisions related to work. Apart from working conditions, of course, the researchers assessed the company's workability.

The workability variable in the operational definition is the average employee's statement about everything related to the capacity and capability as well as the potential and potential of an employee to be able to face the duties and work assigned to him. This workability can be measured by indicators: (1) physical condition and intellectual ability, (2) mastery of knowledge and work skills, (3) mental and emotional readiness, (4) attitudes in self-development, (5) willingness and their readiness to be trained and (6) adjust to working assignments. The results show that the workability of the company's employees is mostly in a sufficient category. This shows that on average the responsibility of the employees of this company can have a fairly good workability. This can be proven by the employees having good physical and intellectual conditions, this makes the employees have good work abilities which have an impact on better employee performance. When given the assignment they already have mastery of knowledge and good work skills in solving problems. Employees also have mental and emotional readiness which enables them to work more in harmony with current conditions. With good work skills, employee performance and organizational goals will be achieved.

In the leadership variable, the operational definition is the average employee's statement about how the leader influences his subordinates, which can vary, among others, by giving rewards to give rewards, fulfilling desires, providing guidance, providing motivation, proposing new ideas, encouraging progress, providing role models and so on. other. The indicators of this variable include: 1) Having skills and strengths in a field of work they lead; 2) Able to influence others for organizational goals; 3) Can be accepted by the group of subordinates in an organization; 4) Able to adapt to the situation in every decision making so that subordinates can accept with satisfaction. The results show that it appears that the leadership of the company's employees is mostly in a sufficient category. This shows that the average leadership of this company is quite good. Currently, the leader has the skills and advantages in a field of work they lead; They can able to influence others for organizational goals, this makes the organization they lead more effective in achieving organizational goals; leaders can be accepted by the group or subordinates in an organization and this will facilitate the arrangement of the organization; today's leaders are also able to adapt to the situation in every decision making so that subordinates can accept it with satisfaction. With good leadership, the organization will achieve its organizational goals properly and effectively.

From this multiple linear regression analysis, it can be seen how the variables of working conditions (X1), workability (X2), and leadership (X3) affect the performance of the company's employees. Variable working conditions (X1), workability (X2), and leadership (X3), a positive influence on the performance of company employees. The positive effect means that employee performance will change in line with changes in the working conditions variable (X1), workability (X2), and leadership (X3). A positive constant indicates the influence of other variables outside the variables examined in this study. Constants can be interpreted as the high performance of company employees that the organization will achieve if it is not influenced by the working conditions variable (X1), workability (X2), and leadership (X3). The regression coefficient for working conditions (X1) is 0.392, workability (X2) is 0.171, and leadership (X3) is 0.304 indicating the magnitude of the influence of each of these factor variables on the performance of the employees of the company under study. Based on this research, it can be seen the relationship between the variables of working conditions (X1), workability

(X2), and leadership (X3) together have a significant effect on the performance of the company's employees from the overall correlation coefficient (Multiple R), which is 0.764. This shows that the relationship between independent variables together affects the effect on the performance of company employees by 76.4%. This relationship can be categorized as strong because the magnitude of the correlation coefficient is close to 100% or 1. As it is known that a relationship is said to be perfect if the correlation coefficient reaches 100% or 1 (both positive and negative).

Furthermore, by looking at the Adjusted R Squared number, the actual degree of relationship or the success of the relationship between the independent variables together or simultaneously to the dependent variable will be known. From the calculation results as listed in Table 4.11; obtained an Adjusted R Squared of 0.565. This figure shows that the independent variables include: working condition variables (X1), workability (X2), and leadership (X3). Together able to explain variations or changes in the dependent variable (employee performance) by 56.5%. The remaining 43.5% is caused by other variables outside the variables examined in this study. In the classical assumption test, the three variables show a VIF value that is less than 10 and around the number 1, so it can be said that there is no multicollinearity in the model so that the regression model is suitable for prediction of the dependent variable. In terms of normality, it is seen that the dots spread around the diagonal line, and the distribution follows the direction of the diagonal line. Then the regression model is suitable for predicting employee performance.

DISCUSSION

It can be seen that the variables working conditions (X1), workability (X2), and leadership (X3) together / simultaneously have a significant influence on employee performance, so this strengthens several existing theories. The regulation of working conditions is the regulation of workplace lighting, controlling noise in the office, controlling the air, regulating workplace cleanliness, and regulating work safety (Reksohadiprodjo, 1992: 153). This arrangement is inherent in planning buildings and workplaces, so it is relatively technical. It should also be noted here that the costs, the costs incurred for these purposes, should not be excessive (waste for the luxury of the workplace), that is, the target is an increase in performance that needs to be considered. Currently, with the complete work equipment, for example, a computer, manual or electric typewriter and the internet, which has greatly supported the continuity of their duties; Complete work materials, for example, paper and several other supporting materials; Supporting co-workers; Supporting rules and procedures for work, this makes employees more comfortable working; Adequacy of information to make work-related decisions.

The ability of employees of course can consist of various things that can be considered more broadly, including age, gender, level of intelligence, level of education and knowledge, type and number of skills, experience, and years of service of the employee concerned. Specific intellectual or physical abilities are required for adequate performance on a job, depending on the ability requirements that are required of that job. Directing attention only to the ability of employees or the ability requirements of the job ignores that employee performance depends on the interaction of the two (Robbins, 2001: 48).

Thoah (1995: 36) argue that highlighting leadership as the ability of each leader to influence and mobilize his subordinates in such a way that his subordinates work passionately, are willing to cooperate, and have high discipline; where his subordinates are tied together in groups and push them to a specific goal. The way leaders influence their subordinates can vary, among others, by giving rewards to give rewards, fulfilling

desires, providing guidance, providing motivation, proposing new ideas, encouraging progress, providing examples, and so on. In this study, the starting point in formulating the definition of leadership departs from a behavioral approach. Thus leadership is seen as a series of leadership activities that are closely related to the behavior of the leader itself.

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