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Employee Work Performance in State-Owned Enterprises in Indonesia: A Reflection

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Abstract

The quality of performance of State-Owned Enterprises (SOEs) in Indonesia is currently in the spotlight because it is considered unsatisfactory. One of the causes of the low performance of this organization is the level of quality of performance of the organization's employees which is also unsatisfactory. In this study, factors that can affect the quality of performance of SOEs employees in Indonesia are analyzed. These factors include leadership style, work discipline, work motivation and work environment. Data were collected by distributing questionnaires to a number of field employees and validity and reliability tests were carried out on the data. Hypothesis testing is done by using Multiple Linear Regression test. The results of this study prove that only achievement-oriented leadership style and work motivation can boost the quality of performance of SOEs employees; work discipline and work environment do not have any impact on improving the quality of their performance. This proves that a leader who can provide motivation and read reward needs for employees is very much needed in SOEs. However, issues of discipline and work environment should also get more attention. The implication of this research is that SOEs must assess employee performance in terms of the quality of work and not only in terms of the achievement of the set target without paying attention to the quality of the achievement itself.

Keywords: Employee performance, Leadership style, State-owned enterprises, Work discipline, Work environment, Work motivation.

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Ethical: This study followed all ethical practices during writing.

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1. Introduction

The performance of employees in an organization determines whether the organization will achieve its set goals or not [1]. One of the strategic steps in developing organizational capabilities is an effort to improve human behavior as a resource that plays an important role in carrying out company tasks so that all these tasks are carried out effectively, efficiently, and productively Pangarso and Susanti [2]. Pangarso and Susanti [2] also stated that performance is the premise for accomplishing the objectives of an organization, so the success of the organization in moving forward with its execution largely depends on the quality of the human resources working within the organization. The role of human

resources on organizational performance cannot be overemphasized. Human resources must be able to extend effectiveness and even be able to bring about improved organizational outcomes that will be highly beneficial to the community [2].

Performance, according to [Bernardin and Russell \[3\]](#) and [Ramadhani et al. \[4\]](#), is a record of the results obtained from certain work or certain activities at a certain time. The performance of an employee is a personal thing since each worker has a different level of capacity in carrying out their obligations. The performance of workers can be improved by setting great precedence for them, motivating them and continuously paying attention to them at work [1]. Performance could be a yardstick used to evaluate and discover whether a worker has carried out his/her work as a whole or maybe a combination of work results and competencies, to be specific, how somebody accomplishes a task [Sedarmayanti \[5\]](#). While [Simamora \[6\]](#) stated that there are several factors that can affect performance, namely the characteristics of the situation, how the environment and organization can affect the implementation of performance within the organization, the attitude of fellow workers and superiors towards evaluation and others.

There are many factors that can affect performance, including motivation, leadership style, work environment, work discipline, incentives, work culture, communication, position, job stress, job satisfaction and many others. This study takes the variables of the influence of leadership style, work discipline, work motivation, and work environment on employee performance. There are several previous studies that have different results and there are still inconsistencies regarding the factors that can affect employee performance. Research conducted by [Widodo \[7\]](#); [Riyadi \[8\]](#); [Dewi \[9\]](#); [Trang \[10\]](#); [Potu \[1\]](#); [Sari \[11\]](#) gave the results that leadership style has a significant effect on employee performance. This is in contrast to the research conducted by [Brahmasari and Suprayetno \[12\]](#); [Munparidi \[13\]](#); [Posuma \[14\]](#) which revealed that the leadership style variable had no significant effect on the performance of employees. Then, research conducted by [Lastriani \[15\]](#); [Sidanti \[16\]](#); [Liyas and Primadi \[17\]](#); [Nazwirman \[18\]](#) found that the work discipline variable encompasses a critical impact on representative performance, while research conducted by [Sari \[11\]](#) stated that work discipline has no noteworthy impact on worker performance.

The third variable is work motivation, where research conducted by [Brahmasari and Suprayetno \[12\]](#); [Potu \[1\]](#); [Sidanti \[16\]](#) concluded that work motivation has a critical impact on employee performance. This is in contrast to the research of [Riyadi \[8\]](#); [Munparidi \[13\]](#); [Sari \[11\]](#) which stated that the work motivation variable has no significant effect on employee performance. Furthermore, research conducted by [Widodo \[7\]](#); [Munparidi \[13\]](#); [Potu \[1\]](#); [Raziq and Maulabakhsh \[19\]](#); [Nazwirman \[18\]](#) and [Bashir et al. \[20\]](#) found that the work environment variable had a significant effect on employee performance. However, in contrast to research conducted by [Arianto \[21\]](#); [Sidanti \[16\]](#) and [Sukriyani \[22\]](#) the work environment variable has no critical impact on worker performance.

This study uses respondents all employees who work at one of SOEs namely PT. XXX PERSERO, which is one of the SOEs engaged in electricity, starting from operating power plants to transmitting to the public in all regions in Indonesia. In relation to electricity, PT. XXX PERSERO positions itself to face or interface with customers. One of its performances can be seen in how to provide the best service to the community. However, the company's performance began to decline along with a number of complaints from the public.

2. Literature Review

2.1. Motivation Theory

According to [Harindja \[23\]](#), there are several theories of work motivation, namely: the first theory is Maslow's Hierarchy of Needs Theory which states that basically, humans have basic needs in five levels. Starting from the biological needs (hunger, thirst, rest, etc.) which are very basic and people will spend all their ability to meet them. The second level is the need for security, which includes a sense of security and protection from all dangers. The third level is the need for love and belonging, which means affiliation with others. The fourth level is the need for appreciation, namely achievement, competence, and getting support and recognition. The last level is the need for self-actualization, which is getting self-satisfaction and realizing one's potential. This requirement is the most noteworthy in the hierarchy of needs related to the method of creating the genuine potential of an individual.

The second theory is Theory X and Y which says that there are two human views, namely theory X (negative) and theory Y (positive). According to theory X, there are four assumptions held by supervisors, to be specific workers intrinsically disdain work, workers do not like their work, they must be administered or threatened with discipline to realize objectives, and employees will avoid responsibility. While there are four positive views of the human in theory Y, namely employees can view cooperation appropriately, individuals will work out self-direction and self-control if they are committed to objectives, normal individuals will acknowledge obligation, and they have the capacity to create inventive choices.

The third theory in work motivation is Existence, Relatedness, Growth or ERG Theory. This theory reveals that in addition to the process of progress of satisfaction there is also a process of effort reduction, i.e., a person continuously reduces efforts because increased efforts meet lower needs.

The fourth theory is the Two-Factor Theory, better known as the "Two-Factor Model", namely the motivational factor and the hygiene factor. Agreeing with this theory, what is implied by motivational components are things that energize accomplishment that are inherent in nature, beginning inside an individual. What is meant by hygiene are factors that are extrinsic in nature, sourced from outside a person. Motivational components incorporate one's work, success accomplished, development openings, the headway in one's career and acknowledgement from others. While the hygiene factor is a person's status in the organization, his relationship with his boss, his relationship with his co-workers, organizational approaches, authoritative frameworks within the organization, working conditions and the appropriate compensation framework.

The next theory is Vroom's Motivation Theory which explains why someone will not do something he believes he can't do, even though the results of the work he can really want. Concurring to Vroom, the level of motivation of an individual is decided by three components, to be specific desires of success on an assignment, an appraisal of what will happen in case they are effective in performing a task, and the reaction to results such as positive, unbiased, or negative sentiments.

The sixth theory is the Three Needs Theory which states that everyone has three types of needs, namely the need for achievement. This type of need explains that employees will pursue personal achievements rather than rewards for success. The second type of need is the need for power. This type of need explains that there is a strong desire to control others, influence others, and have an impact on others) and the third type of need is affiliation needs. This type of need explains that people who seek friendship, want to be liked and accepted by others, prefer cooperative situations to competitive situations and seek to avoid conflict).

2.2. Path Goal Leadership Theory

Path Goal Theory is a theory first put forward by Evans [24] which was later developed by House [25] and revised in 1996 [26]. Path Goal Theory basically assumes that the leader can change his leadership style according to the situation needed and the leader is assumed to be flexible in terms of decision-making. According to Dixon and Hart [27] in Farhan [28], Path Goal Theory allows leaders to clarify and provide direction for followers, help remove obstacles, and provide encouragement and rewards for goal achievement. Then in his book entitled Organizational Behavior, Robbins [29] states that the task of a leader is to assist followers in achieving their goals and provide direction or support to ensure that their goals are in line with the goals of the organization as a whole. Path Goal theory is best described as the process of leaders choosing a certain leadership style based on the needs of workers and the work environment so that leaders can bring workers to the expected goals (Northhouse, 2013 in Ridho [26]).

2.3. Definition of Leadership

Oke et al. [30] said that leadership has been seen as a social process that occurs where a leader can influence the behaviour of subordinates or followers so that the desired organizational goals can be met. Dubrin [31] in Brahmajari and Suprayetno [12] suggested that leadership is an effort to influence many people through communication to achieve goals. It is also how to influence people with instructions or orders, actions that cause others to act or respond and cause positive change, dynamic forces motivate and coordinate the organization in achieving goals and the ability to create confidence and support among subordinates so that organizational goals can be achieved. A leader cannot control an organization without the good cooperation of his subordinates [32].

2.4. Various Leadership Styles

There are several leadership styles according to Path Goal Theory [33] namely Directive Leadership. This leadership style often gives orders to subordinates. Subordinates in an organization are not given the opportunity to express their opinions, especially in decision-making, based on the use of power, and the authority provides specific instructions for the performance of subordinates, and the leader believes that he has his personal rights and he can determine anything in the organization without consulting with his subordinates. The next leadership is Supportive Leadership. A leader with this leadership style is always willing to explain any problems to his subordinates. This leader is easier to approach and satisfy his employees, and shows a friendly and caring attitude towards his subordinates to create welfare and a friendly work environment; he always provides encouragement, motivation, and enthusiasm for his subordinates to take the initiative and advance the organization.

Then Participatory Leadership is one in which a leader asks for and uses suggestions from subordinates in making decisions so that with these suggestions, subordinates will feel more valued by their leaders because they are considered to play a role in decision-making. Participatory-style leaders tend to solve all problems. The last leadership is Goal-Oriented leadership, where leaders are able to direct members in the organization to implement and achieve organizational goals. The goals of the organization are reflected in the vision of the organization which encourages actions to improve and bring about change for the better.

2.5. Work Discipline

According to Liyas and Primadi [17], work discipline can be described as a person's mindfulness and eagerness to comply with company or organizational directions and pertinent social standards, where employees continuously come and go home on time and do all their work well. According to Sari [11], discipline is an effort made to create an orderly and efficient work environment through an appropriate regulatory system. If the existing regulations within the company are ignored or violated, then employees have poor work discipline Sidanti [16]. Katiandagho et al. [34] also contended that discipline is a demeanor of regard and respect for rules and regulations, both written and unwritten and readiness to carry them out and accept sanctions if an individual defaults in his obligations and duties given to him. According to Sidanti [16], there are several yardsticks for measuring work discipline, including employee compliance with working hours, employee compliance with orders or instructions from the leadership and obeying applicable rules and regulations, using and maintaining materials and tools the office supplies carefully, dressing well and politely, using company identification, and working in accordance with the rules set by the company

2.6. Work Motivation

Potu [1] argued that motivation is a driving force for someone to carry out an activity to achieve a goal. Meanwhile, Sedarmayanti [5] opined that motivation could be an eagerness to spend a big amount of money in compensation towards the realization of organizational objectives. Motivation basically directs all the power and potential of subordinates so that they are willing to work hard to more easily achieve the set goals.

According to Susanty and Baskoro [35], motivation is one of the important things that can be the cause, distributor, and supporter of a person's behaviour so that they have the desire to work and enthusiasm to achieve results. Motivation will continue to increase due to the influence of support from the surrounding situation, for example, giving encouragement to co-workers to boost their morale. Brahmasari and Suprayetno [12] argued that there is a relationship between motivation, work enthusiasm and ideal results. Great work motivation makes the employee have more passion for their work and abide more strictly by work guidelines.

The motivation experienced by each individual is influenced by several factors, namely biological, intellectual, emotional and social factors. Companies must understand the importance of work motivation on the performance of their employees. An important task of the company and management is to be able to build enthusiasm among employees to perform to the best of their ability. Motivation is a technique for improving the performance of employees who have different work levels. In order for motivation to increase and for work to be carried out properly, the company must also provide a work environment that can motivate employees.

2.7. Work Environment

Nitisemito [36] in Dhermawan et al. [37] said that another imperative figure that influences worker performance in carrying out their duties is work environment, to be specific, everything that's around the worker, which can influence him in carrying out his obligations. Sedarmayanti [38] argued that broadly speaking, the work environment is divided into two. The first work environment is the physical environment, and it is subdivided into two categories, namely the environment that is directly related to employees such as chairs, tables, work centers, etc. and the general environment which can be referred to as an environment that can affect the human condition, such as temperature, humidity, air circulation, lighting, noise, and so on.

The second work environment is a non-physical work environment, namely all conditions that occur related to working relationships with superiors and co-workers, or with subordinates. Sedarmayanti [38] said that there are five aspects of the non-physical work environment that can affect employee behaviour. They are work structure, work responsibilities, attention and support from leaders, cooperation between groups and smooth communication.

Companies must prioritize both types of work environments so as to improve employee performance in carrying out their duties. The role of a leader is also really needed and the leader must have the ability to create a good work environment. Meanwhile, if the work environment is not supportive and inadequate, it will greatly affect employee performance. A bad work environment will cause employees not to carry out their duties optimally leading to reduced progress and failure to achieve company goals.

2.8. Employee Performance

Companies use various means to improve employee performance such as education, training, motivation and compensation in order to create a good climate [11]. Concurring with Mangkunegara [39] that employee performance is the result of work quality and the amount accomplished by a worker in carrying out his obligations or duties assigned to him. Pasolong [40] described performance as the result of an assessment of the work done by workers based on certain criteria. In the meantime [6] said that employee performance is the level to which workers accomplish work prerequisites.

There are a few components that can influence performance. Riyadi [8] expressed that there are two variables that can influence employee performance, namely internal variables and external variables. Internal variables are variables that come from inside of an individual/employee or come from a person's characteristics, which incorporate demeanors, identity, physical characteristics, wants or inspirations, age, sexual orientation, instruction, work involvement, social foundation and others. External variables, specifically, are variables that influence employee performance beginning from authority, activities of colleagues, environment, sort of preparation, and supervision, as well as the wage framework and social environment.

In determining employee performance, there are a few measurements with respect to performance criteria concurring with Bernardin and Russell [3], namely quality, which is the level at which the method or result of completing a task is near perfection. Performance can be rewarded based on the number of units or the number of cycles of tasks that have been completed. The third is convenience, how easily the task can be completed. The fourth is adequacy, which is the level at which organizational assets can be maximized to get the most noteworthy benefit or decrease misfortunes emerging from each unit. The fifth is the requirement for supervision, specifically the level at which a worker is able to carry out at work without a leader anticipating any issues. And the seventh is interpersonal connections, which is the level at which a worker is able to create feelings of shared respect, goodwill, and cooperation between coworkers and subordinates.

In the interim, agreeing to Gomes [41], there are a few estimations of worker performance, to be specific, the amount of work, is the sum of work done in an indicated time period. Quality of work is how well a piece of work is accomplished based on the prerequisites of reasonableness and status. The second is work knowledge, which is the level of information about the work and its aptitudes. The third is creativeness, which is the genuineness of thoughts that emerge from activities to fathom issues that emerge. The fourth is cooperation, which could be an eagerness to participate with other individuals. The fifth is dependability, which is the level of trust in terms of attendance and completion of work on time. The sixth is

initiative, which may be a soul to carry out modern errands and to extend their duties. And, seventh is individual qualities, concerning identity, administration, neighborliness, and individual keenness.

3. Research Hypothesis

3.1. The Influence of Leadership Style on Employee Performance

Every leader has a different leadership style. The leadership style expressed by [Faturrahman \[42\]](#) is a behavioural norm of a person which is used when that person tries to direct or influence others with various strengths and weaknesses. Meanwhile, according to [Jamaludin \[43\]](#), leadership style is the behaviour or actions of a leader in carrying out managerial work tasks. Managers in each unit who have to coordinate their subordinates usually carry out this leadership so that they always carry out the tasks and responsibilities that have been given to them and always obey the rules made by the company. A leader must apply an administration fashion to oversee his subordinates since a leader will significantly influence the success of the organization in accomplishing its objective [\[44\]](#). This leadership style is very influential on employee performance. This is supported by research conducted by [Widodo \[7\]](#); [Riyadi \[8\]](#); [Dewi \[9\]](#); [Trang \[10\]](#); [Potu \[1\]](#); [Sari \[11\]](#); [Jamaludin \[43\]](#) and [Kamal and Abdillah \[45\]](#) which stated that there is a strong relationship between leadership style and employee performance so that the better the leadership style is applied, the better will it encourage employees to be able to improve their performance. With the participation of leaders who are very close to employees, down in creating a comfortable and familiar atmosphere, employees will make themselves role models that are reflected in a solid sense of family.

Based on the explanation above, the first hypothesis proposed in this study is:

H1: Leadership Style Positively Affects Employee Performance.

3.2. The Effect of Work Discipline on Employee Performance

In general, the notion of discipline is an awareness and willingness by someone in an organization or company to obey the rules, carry out the duties and responsibilities as an employee, come on time and do all the work well [Liyas and Primadi \[17\]](#). [Wiratama and Sintaasih \[46\]](#) said that worker discipline is the conduct of an individual in understanding the controls and existing work methods or it is a state of mind, conduct, and activities that are in agreement with the directions of the organization both written and unwritten. The intention to obey the rules according to [Helmi \[47\]](#) is an awareness that without being based on the element of obedience, organizational goals will not be achieved. This means that attitudes and behaviours are driven by strong self-control. That is attitudes and behaviours to obey organizational rules arise from within an employee [\[47\]](#).

This is supported by research done by [Liyas and Primadi \[17\]](#); [Meilany and Ibrahim \[48\]](#); [Lastriani \[15\]](#); [Sidanti \[16\]](#); [Wiratama and Sintaasih \[46\]](#) and [Nazwirman \[18\]](#) which stated that work discipline basically has a high role in improving employee performance and if employees have good work discipline, it is expected that they will be able to complete the job. Work discipline in an employee is needed because the company's goals will be difficult to achieve if there is no work discipline.

Based on the explanation above, the second hypothesis proposed in this study is:

H2: Work Discipline Has a Positive Effect on Employee Performance.

3.3. The Effect of Work Motivation on Employee Performance

Work motivation can be interpreted in general terms, namely the impulses that cause each individual to behave in a certain way to achieve goals. Motivation has components, namely internal and external. Internal motivation is the changes that appear in a person, a state of feeling dissatisfied. While the external component is what someone wants. Motivation is a model in moving and directing employees to be able to carry out their respective tasks to achieve goals with full awareness and responsibility [\[16\]](#). Motivation in a company will be said to be successful if an employee feels what the leader says is able to encourage the employee to be able to excel and be able to achieve company or organizational goals. An employee will always be driven to work hard to make it easier to achieve organizational goals. This motivation can build the enthusiasm of employees to continue to work hard in carrying out their duties and responsibilities.

According to [Brahmasari and Suprayetno \[12\]](#), the relationship between motivation, work passion and optimal results has a linear line. This implies that by providing good work motivation, the employee's work passion will be better which will have an impact on optimal work results in accordance with the standard work that has been established. Research conducted by [Riyadi \[8\]](#); [Brahmasari and Suprayetno \[12\]](#); [Potu \[1\]](#) and [Sidanti \[16\]](#) stated that when the employee's needs are met and satisfied, they will perform their duties optimally.

Based on the explanation above, the third hypothesis proposed in this study is:

H3: Work Motivation Positively Affects Employee Performance.

3.4. Influence of Work Environment on Employee Performance

[Nitisemito \[36\]](#) states that the work environment refers to everything that is around the workers and can influence them in carrying out the tasks assigned. It refers to the things that surround employees' work [\[7\]](#). Meanwhile, according to [Kartono \[49\]](#), the work environment is the physical and psychological conditions that exist in the company where the employee works. Work environment factors can be in the form of office physical conditions which include lighting, air temperature, and others that can improve a conducive atmosphere and work spirit and affect employee performance [\[38\]](#). The surrounding work environment can greatly affect employee performance. A comfortable, safe, conducive work environment and good co-workers can support an employee's performance and employees will not feel lazy or have to be

forced to do their jobs and responsibilities. The work environment consists of a physical and non-physical work environment. Every employee will always interact with his work environment. If the work environment is not considered and it does not become one of the company's focuses, employee performance will decrease because the company is unable to provide physical and non-physical comfort to its employees. An unsatisfactory work environment can reduce morale and ultimately reduce employee productivity [50].

This is corroborated by the results of research conducted by Munparidi [13]; Potu [1]; Sidanti [16]; Widodo [7]; Raziq and Maulabakhsh [19] and Bashir et al. [20] which stated that the work environment affects employee performance.

Based on the explanation above, the first hypothesis proposed in this study is:

H4: Work Environment Positively Affects Employee Performance.

4. Research Method

4.1. Population and Determination of Research Sample

The population is the entire collection of components that have a number of common characteristics, which comprise areas to be examined, or the population is the whole bunch of individuals, occasions or things involved in research [51]. The target population used in this study was all employees working at PT XXX PERSERO, amounting to 77 people. Probability sampling was done by using the census/saturated sampling technique, that is, the sample is taken based on the number of the entire population, so the sample in this study is 77 people.

4.2. Data Collection Technique

Data were directly sourced in the form of a questionnaire given containing questions related to the independent variables, namely leadership style, work discipline, work motivation, and work environment. The dependent variable in this study is employee performance. The questionnaire used in this study was adapted from several previous studies and has been modified.

4.3. Data Analysis Method

The data analysis method used in this study is multiple regression analysis. This analysis is used to measure the strength of the relationship between two or more variables. Multiple regression analysis is more appropriate when applied to determine the effect of several independent variables on the dependent variable. This study uses four (4) independent variables, so the equation is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Items:

Y	= Employee Performance.
α	= Constanta.
$\beta_1 \dots \beta_4$	= Coefficient.
X_1	= Leadership Style.
X_2	= Work Discipline.
X_3	= Work Motivation.
X_4	= Work Environment.
ε	= Error term.

4.4. Descriptive Statistics

Descriptive statistics are methods related to data collection and presentation of data so that they can provide useful information. Descriptive statistics present data in the form of easy-to-read descriptions so as to provide more complete information.

4.5. Data Quality Test

In this study, data were collected through questionnaires. The validity of this research is largely determined by the measuring instrument of the variables studied. Researchers who collect data through questionnaires measured by a Likert scale must ensure that the measuring instruments used have been proven to be valid and reliable. So the test used is a test of validity and reliability.

4.6. Validity Test

The validity test is used to measure whether the questions asked are correct/valid [52]. This validity test uses the Pearson Correlation, namely by calculating the correlation between the scores of each statement item and the total score. According to Ghozali [53], guidelines in making decisions about whether the data obtained are valid or not have the criteria that if the value of r count < from r table ($P > 0.05$) then the resulting data is invalid, and if the value of r count > from r table ($P < 0.05$) then the resulting data is valid.

4.7. Reliability Test

The reliability test is used to test whether the measuring instrument (questionnaire) can be considered consistent if the measurement is repeated [52]. The reliability test according to Sekaran [54] defines the level of reliability with the criteria if 0.8-1.0 then reliability is good, if 0.6-0.799 then reliability is accepted, and if less than 0.6 then reliability is not good.

4.8. Classic Assumption Test

Classical assumption test is a statistical requirement that must be met in multiple linear regression analysis based on Ordinary Least Squares (OLS). The classical assumption test that is often used is the normality test, multicollinearity test, and heteroscedasticity test.

4.9. Normality Test

Normality test serves to determine whether each variable in the study is normally distributed or not [53]. In this study, the researchers test whether the data is normal or not using the Kolmogorov-Smirnov test tool. A good regression analysis model should be normally distributed or close to normal.

4.10. Multicollinearity Test

Santoso [52] said that the multicollinearity test was used to determine whether the regression model found a correlation between independent variables. Ghozali [53] said that the multicollinearity test can be used in 2 (two) ways, namely by looking at the Variance Inflation Factors (VIF) and Tolerance Value. If $VIF > 10$ and tolerance value < 0.10 then multicollinearity symptoms occur.

4.11. Heteroscedasticity Test

According to Ghozali [53], the heteroscedasticity test serves to test whether in the regression model there is a difference in the variance of the residuals between one observation and another. This test is done by looking at the significance value. If the significance value is $> 5\%$ or 0.05 , it can be said to be homoscedastic and if the significance value is $< 5\%$ or 0.05 , it can be said to be heteroscedastic [53].

4.12. Hypothesis Testing

4.12.1. Multiple Linear Analysis (Multiple Regression Analysis)

The analytical method used in this study is a multiple linear model which serves to measure the strength of the relationship between two or more variables and to show the direction of the relationship between the dependent variable and the independent variable that must pass previously in the classical assumption test.

4.13. t Test

The t-distribution statistical test is used to determine whether the independent variable affects the dependent variable individually using a significance level of 0.05 . If the significance value shows < 0.05 and the regression coefficient is in accordance with what is predicted, then H_a is accepted and if the significance value is > 0.05 and the regression coefficient is not appropriate, then H_a is rejected [55].

4.14. F Test

This test is used to assess the feasibility of the model. The F test is carried out by looking at the significance and value of F. The level of significance in this test is 5% or 0.05 . If the probability value is significant > 0.05 , it means that the hypothesis is not accepted and the regression model cannot be used to predict the dependent variable. On the other hand, if the probability value is significant < 0.05 , the hypothesis is accepted and the regression model can be used to predict the dependent variable [53].

5. Findings and Discussions

5.1. Data Collection Results

The method of data collection in this study was carried out by giving questionnaires to all research respondents, namely employees at PT. XXX PERSERO. This study collects data from as many as 77 respondents obtained by distributing questionnaires directly to agencies.

5.2. Descriptive Analysis

Table 1 displays the classification of respondents in research by gender. It shows that the respondents in this study are male as many as 70 respondents or 90.909% and female as many as 7 respondents or 9.090% .

Table 1
Respondents classified by gender

Gender	Number	Percentage
Male	70	90.909%
Female	7	9.090%
Total	77	100%

5.3. Respondents' Ages

Table 2 shows the classification of respondents in research by age

Table 2
Respondents classified by age

No	Age	Number	Percentage
1	20-30	21	27.272%
2	31-40	26	33.766%
3	41-50	21	27.272%
4	51-60	9	11.688%
	Total	77	100%

Table 2 shows that the majority of respondents in this study are aged 31-40 years or 33.766%, while each of the age groups 20-30 years and 41-50 years accounts for 21 respondents or 27.272%, and the age group 51-60 years accounts for 9 respondents or 11.688 %.

5.4. Respondents' Education Level

Table 3 shows the classification of respondents based on education. It figures that a small proportion of the respondent's education level is at the undergraduate level, which is 12.987% while the others are at the high school level.

Table 3
Respondent classified by education.

Educational Level	Number	Percentage
Senior High school	25	32.467%
Vocational	11	14.285%
Diploma	10	12.987%
High School of Engineering	10	12.987%
Vocational High School	20	25.974%
Junior High school	1	1.298%
Total	77	100%

5.5. Descriptive Statistical Analysis

Descriptive statistical analysis is used to provide an overview of the data. In this study, descriptive statistical analysis can be seen using the minimum, maximum, average, and standard deviation values. The results of the descriptive statistical analysis of research variables are presented in Table 4.

Table 4
Descriptive analysis statistic

Variables	N	Min	Max	Mean	Std. Deviation
Participative Leadership Style	77	8	15	11.91	1.648
Directive Leadership Style	77	8	15	11.81	1.770
Supportive Leadership Style	77	8	15	12.13	1.454
Achievement Oriented Leadership Style	77	9	15	11.48	1.651
Work Discipline	77	22	35	29.48	3.227
Work Motivation	77	27	39	34.04	2.484
Work Environment	77	25	40	33.27	2.972
Employee Performance	77	34	48	41.47	3.405
Valid N (listwise)	77				

Table 4 shows the information regarding the minimum and maximum values, averages, and standard deviations. The results in Table 4 will be explained as follows:

Leadership style is the first variable in this study which has 12 questions with 4 indicators. Each indicator has 3 questions. Participative, Directive and Supportive leadership styles have a minimum and maximum score of 8 and 15 respectively with a median value of 11.91 for participatory leadership style, 11.81 for directive leadership style, and 12.13 for supportive leadership style, while the achievement-oriented leadership style has a minimum score of 9 and a maximum value of 15 with a median value of 11.48. Work discipline is the second variable in this study which has 7 questions. Work discipline has a median value of 29.48 with a minimum score of 22 and a maximum value of 35.

Work motivation is the third variable which has 8 questions. The mean value on the work motivation variable is 34.04 with a minimum value of 27 and a maximum value of 39. The work environment is the fourth variable in this study which has 8 questions. The mean value for this variable is 33.27 with a median value of 25 and a maximum value of 40. Meanwhile, employee performance is the dependent variable in this study which has 10 questions. The mean value for this variable is 41.47 with a minimum value of 34 and a maximum value of 48.

5.6. Data Quality Test

Sudarmanto [56] said that testing the quality of data aims to find out whether the instrument used is valid and reliable because the truth of the data processed will greatly determine the quality of the research. In this study, researchers used data quality tests with validity and reliability tests.

5.7. Validity Test

The validity test is calculated by comparing the calculated r-value (correlated item-total correlation) with the value in the r table. If the calculated r-value is < from the r table value (i.e., 0.05) then the resulting data is invalid, otherwise if the calculated r-value is > from the r table value (i.e., 0.05) then the resulting data is valid. The results of the validity test in this study, presented in Table 5, indicate that the calculated r-value is greater than the r-table value of 0.224 so all questions in the questionnaire are valid.

Table 5
Result of validity test.

Variables	Items	r count	r Table	Result
Participative Leadership Style	V1.1	0.649	0.224	Valid
	V1.2	0.548	0.224	Valid
	V1.3	0.579	0.224	Valid
Directive Leadership Style	V1.4	0.698	0.224	Valid
	V1.5	0.650	0.224	Valid
	V1.6	0.689	0.224	Valid
Supportive Leadership Style	V1.7	0.300	0.224	Valid
	V1.8	0.680	0.224	Valid
	V1.9	0.526	0.224	Valid
Achievement Oriented Leadership Style	V1.10	0.553	0.224	Valid
	V1.11	0.653	0.224	Valid
	V1.12	0.699	0.224	Valid
Work Discipline	V2.1	0.827	0.224	Valid
	V2.2	0.733	0.224	Valid
	V2.3	0.579	0.224	Valid
	V2.4	0.694	0.224	Valid
	V2.5	0.656	0.224	Valid
	V2.6	0.813	0.224	Valid
	V2.7	0.748	0.224	Valid
Work Motivation	V3.1	0.551	0.224	Valid
	V3.2	0.494	0.224	Valid
	V3.4	0.507	0.224	Valid
	V3.5	0.489	0.224	Valid
	V3.6	0.512	0.224	Valid
	V3.7	0.550	0.224	Valid
	V3.8	0.508	0.224	Valid
	V3.8	0.508	0.224	Valid
Work Environment	V4.1	0.550	0.224	Valid
	V4.2	0.593	0.224	Valid
	V4.3	0.718	0.224	Valid
	V4.4	0.678	0.224	Valid
	V4.5	0.690	0.224	Valid
	V4.6	0.614	0.224	Valid
	V4.7	0.579	0.224	Valid
	V4.8	0.532	0.224	Valid
Employee Performance	V5.1	0.475	0.224	Valid
	V5.2	0.425	0.224	Valid
	V5.3	0.466	0.224	Valid
	V5.4	0.519	0.224	Valid
	V5.5	0.675	0.224	Valid
	V5.6	0.428	0.224	Valid
	V5.7	0.504	0.224	Valid
	V5.8	0.660	0.224	Valid
	V5.9	0.751	0.224	Valid
	V5.10	0.658	0.224	Valid

5.8. Reliability Test

The result reliability test uses the Cronbach Alpha technique can be shown in table 6. The reliability test is divided into levels with the criteria if 0.8 to 1.0 then the reliability is good; if 0.6 to 0.799 then the reliability is accepted and if it is less than 0.6 then the reliability is not good. The results of the research on the reliability test showed that all independent variables and dependent variables were reliable. The results of the reliability test on the leadership style variable are 0.841, work discipline is 0.842, work motivation is 0.617, work environment is 0.768, and employee performance is 0.755.

Table 6
Result of reliability test.

Variable	Cronbach Alpha	Result
Leadership Style (V1)	0.841	Reliable
Work Discipline (V2)	0.842	Reliable
Work Motivation (V3)	0.617	Reliable
Work Environment (V4)	0.768	Reliable
Employee Performance (V5)	0.755	Reliable

5.9. Classic Assumption Test

5.9.1. Normality Test

In this study, the researchers use the Kolmogorov-Smirnov test tool to test whether the data is normal or not. The results of this study, based on Table 7, stated a significance of 0.2 so it can be said that the above data is normally distributed.

Table 7
Result of normality test.

One-Sample Kolmogorov Smirnov Test		Unstandardized Residual
N		77
Normal Parameters ^{a,b}	Mean	0.000
	Std. Deviation	2.544
Most Extreme Differences	Absolute	0.071
	Positive	0.071
	Negative	-0.570
Test Statistic		0.710
Asymp. Sig. (2-tailed)		0.200 ^{c,d}

Note: a. Test distribution is Normal, b. Calculated from data, c. Lilliefors Significance Correction, d. This is a lower bound of the true significance.

5.10. Multicollinearity Test

Ghozali [53] said that this test can be used in 2 ways, namely by looking at the Variance Inflation Factors (VIF) and Tolerance Value. If $VIF > 10$ and tolerance value < 0.10 , there is multicollinearity. The results of the multicollinearity test in this study shown in Table 8 indicate that the VIF is smaller than 10 so the data in this study indicate that there is no multicollinearity. VIF on leadership style is 2.424, work discipline is 2.868, work motivation is 1.591, and work environment is 1.372.

Table 8.
Result of multicollinearity test.

Variables	Statistic VIF
Leadership Style(V1)	2.424
Work Discipline (V2)	2.868
Work Motivation (V3)	1.591
Work Environment (V4)	1.372

5.11. Heteroscedasticity Test

Heteroscedasticity test serves to test whether in the regression model there is a difference in the variation of the residuals between one observation and another. The heteroscedasticity test in this study was analysed by observing the scatterplot graph. The following are the results of the heteroscedasticity test in Figure 1.

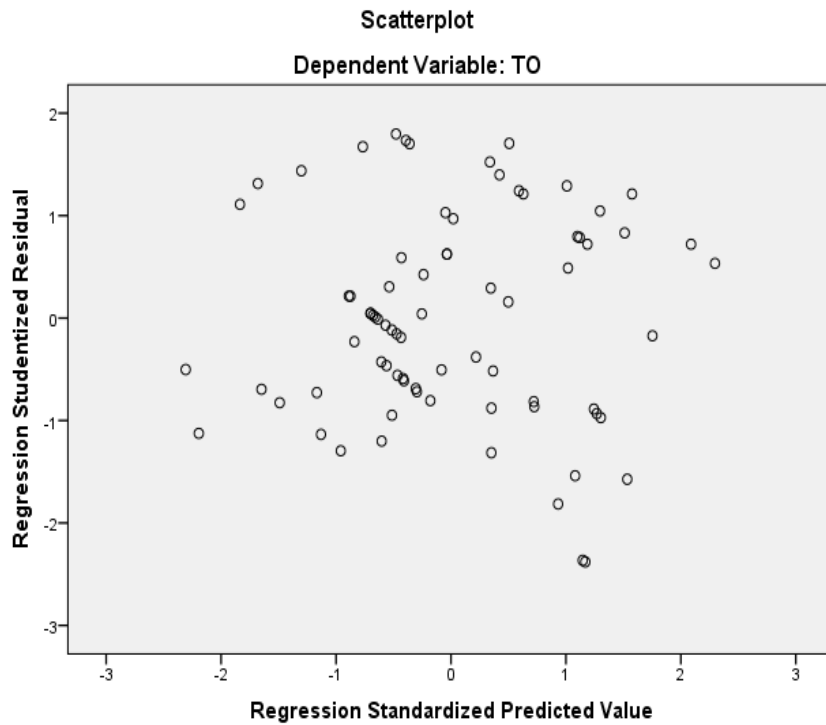


Figure 1
Heteroscedasticity test result.

Figure 1 shows that there are no points that form a certain pattern and the points spread above and below the number 0 on the Y axis. This indicates that the regression model in this study does not involve heteroscedasticity.

5.12. Multiple Regression Analysis

Multiple regression analysis serves to measure the strength of the relationship between two or more variables and to show the direction of the relationship between the dependent and independent variables [53]. Here are the results of the multiple regression test.

Table 9

R square test result

	R	R Square	Adjusted R Square	Std. Error of the Estimate
	0.665 ^a	0.442	0.411	2.614

a. Predictors: (Constant), V1, V2, V3, V4

From Table 9, it can be seen that the coefficient of determination (Adjusted R²) is 0.411 which means that employee performance can be explained by leadership style, work discipline, work motivation, and work environment by 41.1% while the remaining 59.9% is influenced by other variables which are not used in this research model.

Table 10

F-test result

ANOVA^a

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	389.267	4	97.317	14.244	0.000 ^b
Residual	491.902	72	6.832		
Total	881.169	76			

Note: a. Dependent Variable: Employee performance, b. Predictors: (Constant), V1, V2, V3, V4, V5

Based on Table 10, the calculated F is 14.244 and the F table value is 2.49, it can be concluded that among the independent variables there is an influence on the dependent variable because the calculated F is greater than the F table value.

Table 11
T-test result

Variables	Unstandardized B	Sig.
Constant	13.615	0.000
Participative Style Leadership	-0.019	0.946
Directive Leadership Style	-0.157	0.580
Supportive Leadership Style	0.431	0.138
Achievement Oriented Leadership Style	0.862	0.008
Work Discipline	-0.051	0.800
Work Motivation	0.243	0.042
Work Environment	-0.074	0.280

Note: Dependent Variable: Work Performance (Y).

Based on Table 11, the multiple regression model obtained is as follows:

$$Y = 13.615 - 0.019V1.1 - 0.157V1.2 + 0.431V1.3 + 0.862V1.4 - 0.051V2 + 0.243V3 - 0.074V4$$

From the results of the linear equation above, it can be interpreted that the constant value (α) of 13.615 indicates that if there is no increase in the variables of leadership style, work discipline, work motivation, and work environment, so the performance of employees at PT. XXX PERSERO is 13.615. The participatory leadership style variable has no effect on employee performance with a regression coefficient value of -0.019. The directive leadership style has no effect on employee performance with a regression coefficient of -0.157. Supportive leadership style has no effect on employee performance with a regression coefficient value of 0.431. Achievement-oriented leadership style has an effect on employee performance with a regression coefficient of 0.862. This can be interpreted that the achievement-oriented leadership style and employee performance have a unidirectional relationship. If the achievement-oriented leadership style increases by one unit, the employee performance variable will increase by 0.862 with the assumption that all other independent variables are constant or fixed.

The second variable is work discipline (V2) which has a regression coefficient of -0.051 so it can be concluded that the work discipline variable and the employee performance variable have a non-unidirectional relationship. The third variable is work motivation (V3) with a regression coefficient of 0.243 so it can be concluded that the variables of work motivation and employee performance have a unidirectional relationship. The last variable is the work environment (V4) which has a regression coefficient of 0.074 so it can be concluded that the work environment variable and the employee performance variable have a non-unidirectional relationship.

Based on Table 11 on the results of the t-test, it can be concluded as follows:

1. Testing the Effect of Leadership Style on Employee Performance

The regression coefficient on the participatory leadership style is -0.019 which indicates a negative direction and has a significance value of 0.946 greater than 0.05 so it can be concluded that the participatory leadership style has no positive and significant effect on employee performance at PT. XXX PERSERO. The directive leadership style has a regression coefficient value of -0.157 which indicates a negative direction and has a significance value of 0.580 greater than 0.05 so it can be concluded that the directive leadership style does not have a positive effect on the performance of employees of PT. XXX PERSERO. Supportive leadership style has a regression coefficient of 0.431 in the positive direction with a significance value of 0.138 greater than 0.05 so the supportive leadership style has no effect on employee performance. While achievement-oriented leadership style has a regression coefficient of 0.862 with a significance value of 0.008 smaller than 0.05, so it can be concluded that achievement-oriented leadership style has a positive effect on employee performance.

2. Testing the Effect of Work Discipline on Employee Performance

Work discipline has a regression coefficient of -0.051 with a significance value of 0.800 greater than 0.05, it can be concluded that work discipline has no effect on employee performance at PT. XXX PERSERO. So the second hypothesis in this study is rejected.

3. Testing the Effect of Work Motivation on Employee Performance

The work motivation variable has a significance value of 0.042 which is smaller than 0.05 with a regression coefficient of 0.243, so it can be concluded that work motivation has a positive and significant effect on employee performance at PT. XXX PERSERO. Therefore, the third hypothesis in this study is accepted.

4. Testing the Effect of the Work Environment on Employee Performance

This variable has a regression coefficient of 0.074 with a significance value of 0.280. This significance value > 0.05 so it can be concluded that the work environment variable has no effect on the performance of the employees of PT. XXX PERSERO. So the fourth hypothesis in this study is rejected.

6. Findings ad Discussions

The results of the achievement-oriented leadership style hypothesis test have a positive and significant effect on employee performance. Thus, the more dominant achievement-oriented leadership style is applied at PT. XXX PERSERO, the better the impact on employee performance. With this, the hypothesis in this study is accepted. This is because leaders

who can set challenges and goals, have high expectations of good performance, and will provide rewards if subordinates record satisfactory achievements.

The leadership style according to the Path Goal leadership theory, which was first coined by Martin Evans, states that the task of a leader is to assist followers in achieving their goals and to provide direction or support to ensure that their goals are in line with the goals of the organization. Yuki [57] said that leadership may impact others to get it and concur with what must be done and how to do it effectively, as well as a handle to encourage a person and gather endeavors to realize common objectives. It is common knowledge that the incentives provided by state-owned enterprises such as PT XXX PERSERO are very promising so it is the response of employees to the type of performance-oriented leader that employees will pay more attention to in improving their performance. The results of this test are consistent with research conducted by Widodo [7]; Riyadi [8]; Dewi [9] Trang [10]; Potu [1]; Sari [11] and Kamal and Abdillah [45] with the results of an influential leadership style on employee performance.

In contrast to the results of the leadership variable, the results of hypothesis testing on the work discipline variable prove that this variable has no effect on employee performance. This is very interesting because it contradicts the performance-oriented leadership style.

Discipline factors can also be influenced by the leadership style in an organization. Because the organizational leadership style at PT XXX is more of an achievement-oriented leadership style, employees work only on quantitative target results and not on processes without regard to the quality of their performance. Apart from this, it can also be influenced by how dominant gender is in the organization. Kotur and Anbazhagan [58] said that apart from age, gender is another factor that might affect employee performance because of the physical and psychological differences of employees. Based on the type of respondents in this study, male respondents are the most dominant respondents compared to women so there are differences of opinion regarding the level of discipline between men and women. Kotur and Anbazhagan [58] also said that women are more productive to work than men. Besides, in this study, the education level of the respondents is also one of the factors that can affect employee performance. Thomas Ng [59] provided evidence that a person or employee with a better level of education will be more effective in completing assignments. In this study, non-university graduates dominated respondents, so the level of discipline was relatively lower. This is quite reasonable because the higher the level of education, the higher the level of work discipline. The results of this test are consistent with research conducted by Arianto [21] and Sari [11] with the results that work discipline has no effect on employee performance.

Like the results of testing the leadership style variable, the results of the work motivation hypothesis test show that work motivation has a positive and significant effect on employee performance. According to the Two-Factor Model Theory developed by Herzberg et al. [60], motivation can be categorized into 2, namely motivational factors and hygiene factors. According to this theory, motivational factors refer to intrinsic things, that is, things that originate within a person, that encourage achievement. On the other hand, hygiene factors are extrinsic which means that they come from outside the self and also determine a person's behaviour. Motivational factors include one's job, success achieved, growth opportunities, advancement in career and recognition from others. While the hygiene factors include a person's status in the organization, the relationship of an individual with his boss, a person's relationship with his co-workers, organizational policies, administrative systems in the organization, working conditions and the applicable reward system. In addition, according to the theory of motivation developed by David McClelland that everyone has several types of needs, one of which is the need for achievement. They will pursue personal accomplishments rather than rewards for success; they will be passionate about doing things better and more efficiently than previous results. This finding is also supported by the results of testing the first hypothesis, namely that achievement-oriented leadership style affects employee performance. So it can be concluded that the performance-oriented leadership style and achievement-oriented work motivation simultaneously greatly affect employee performance. This study is consistent with research conducted by Brahmawati and Suprayetno [12]; Potu [1] and Sidanti [16] which concluded that work motivation affects employee performance.

The results of hypothesis testing on work environment variable show that the work environment variable has no effect on employee performance. This is because employees do not pay much attention to the surrounding environment so it cannot affect the quality of their performance. These findings can be attributed to the physical environment at PT. XXX PERSERO that is considered to be good but is not the main focus of employees. So whatever conditions exist, regarding the work environment at PT. XXX PERSERO, do not affect the performance of its employees. Although Rahmawati [61] said that work environment is an important factor and can affect employee performance, currently there are still many employees who do not pay attention to the conditions of the work environment around the company because the quality of the work environment is already good. However, this may be due to the fact that employees are more oriented to the achievement of the quantity of their performance to get bonuses so they do not care about their performance environment. This study is consistent with research conducted by Arianto [21] and Sidanti [16] with the results that the work environment variable has no effect on employee performance.

7. Conclusion

Based on the results of this study, it can be concluded that the achievement-oriented leadership style and motivation can improve the performance of PT XXX PERSERO employees. However, focusing too much on achieving short-term targets will cause employees to become less disciplined and ignore the work environment. For them, the short-term achievement is more important than paying attention to the quality of their work.

8. Implication

In organizations, achieving performance quality targets is very important, but if it is too target-oriented it will ignore work environment factors and discipline. Therefore, it is important for PT XXX PERSERO to pay more attention to the quality of its employees to achieve true organizational performance, both quantitatively and qualitatively.

9. Suggestion

Based on the results of this study and the conclusions that have been described, further research is recommended, and this should include other variables such as compensation, job satisfaction, work stress, etc. In addition, data collection should also be done by using a mixed method, which involves distributing questionnaires and conducting an interview.

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