

Improving Employee Performance Based on Delegative Leadership Style and Work Environment

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Abstract

Employee performance is an important thing that needs to get attention from an organization in achieving the goals it wants to achieve. The design objective of this research is to determine the impact of delegative leadership and work environment on employee performance among sub-district employees in Jember Regency. The population of this research is all sub-district employees in Jember Regency. The data analysis design includes descriptive analysis, validity and reliability tests and hypothesis testing. This research produces research hypotheses, including the first hypothesis, namely that delegative leadership has a positive impact on employee performance. The second hypothesis states that the work environment has a positive impact on employee performance.

Keywords

delegative leadership; work environment; employee performance, sub-district.



I. Introduction

Public services have a central role in today's modern life. This activity is a series of activities carried out by public bureaucratic institutions to meet the needs of citizens. These public service activities usually start from regulation to administrative services. Public services ensure that the people served can get the goods, services and information they need. The main goal of public services is the satisfaction of people who use public services. The more efficient, effective and quality public services are, the better the government's image and quality of government. Therefore, understanding public services is very important to know.

By providing good services, the government can improve the image and quality of government. Efficiency, effectiveness, speed and quality in serving the public by placing public satisfaction as the main stakeholder is the main goal of public organizations (government organizations). Therefore, public services provided by the government must be able to provide satisfaction to users of public services. Public satisfaction with this public service can be realized if all employees involved in this service provide or produce maximum performance. Employee performance can be realized partly because of delegative leadership and also because of a comfortable work environment.

According to (Qomariah, 2020), employee performance is one of the main factors that influences organizational progress. The higher or better the employee's performance, the easier it will be to achieve organizational goals, and the opposite happens if employee performance is low. Performance is something that cannot be separated from the organization (Azhad et al., 2015). According to (Mangkunegara, 2018), employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to

(Hasibuan, 2018), performance is a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience and seriousness as well as time. Employee performance is a measure of the extent to which employees are successful in carrying out their work duties.

One factor that can improve performance is delegative leadership. It is important for a leader to adapt his leadership style to the characteristics, needs and expectations of his employees, as well as to the goals, vision and mission of his organization. Leaders who are flexible and adaptive in applying their leadership style will be able to improve the performance of their employees optimally and sustainably. Apart from that, leaders also need to provide feedback, appreciation and support to their employees, and build harmonious and trusting relationships with them. That way, leaders and employees can work together effectively and efficiently to achieve organizational success. According to (Salusu, 2006), delegative leadership style is a leadership style where the leader is more often seen as being in the back seat of the work team formed by him, both in completing work and in making decisions. Leaders who apply this delegative style respect the views and input of their team members, and give full control of the work process and final results to each team member and appointed manager. By providing leaders with opportunities for employees to carry out their duties well, all employee tasks will be completed on time. Much research has been conducted on the relationship between leadership and performance, including:(Siregar, 2022), (Prasetya et al., 2017), (Jamaludin & Subiyanto, 2022), (Paais & Pattiruhu, 2020), (Antoro, 2014), (Atikah & Qomariah, 2020), (Khotijah & Helmy, 2021), (Alhudhori et al., 2019), (Sukmana & Indarto, 2018), (Habba et al., 2017), (Fadly, 2017), (Angesty, 2019), (Priyanto, 2016), (Raffie et al., 2018), (Bahri et al., 2018), (Nyoto et al., 2020), (Chandra et al., 2020), (Zubaidah, 2016), (Efrilia & Syah, 2022), (Permana et al., 2019), (Priyono et al., 2018), (Vipraprastha et al., 2018), (Sumiaty, 2020), (Wiguna, 2015), (Hasibuan, 2019), (Ishak et al., 2019), (Kurniawati & Tobing, 2019), (Hafifi et al., 2018), (Hadiana & Sari, 2019), (Ayuningtyas & Utami, 2019), (Udin et al., 2022), (Arijanto et al., 2022), (Sugiyatmi et al., 2016), (Riyadi, 2020), (Lapatta & Temaluru, 2023), (Majali et al., 2022), (Qomariah, Hermawan, et al., 2020), (Listiani et al., 2020), (Noora et al., 2020), (Andriani et al., 2018), (Mohammad et al., 2022), (Purba et al., 2023), (Khan et al., 2021), (Abbas et al., 2020), (Wardani et al., 2017), (Sya'roni et al., 2018), (Qomariah, et al., 2020), (Sanosra et al., 2022), (Qomariah, et al., 2020), (Thamrin et al., 2024), (Puspitasari et al., 2024), (Darmanto & Supriyadi, 2022), (Qomariah, et al., 2020), (Senjaya & Anindita, 2020), (Wiguna et al., 2022), (Wiguna et al., 2022), (Qomariah et al., 2021), (Kurniawan et al., 2021), (Nursaid et al., 2022), (Qomariah, Lusiyati, et al., 2022), (Setiawan et al., 2022), (Qomariah, et al., 2022), (Triasmawan et al., 2023), (Mulyadi et al., 2023), (Qomariah, et al., 2020), (Diah et al., 2024), (Qomariah, et al., 2023), (Qomariah, et al., 2023) all research results state that leadership style can improve employee performance in an organization. Meanwhile, the results of research conducted by (Setiawan et al., 2022), (Qomariah, 2012), (Arifin, 2020), (Sadariah, 2019), (Rosalina & Wati, 2020) state that leadership style has no effect on employee performance.

The next factor that can also improve employee performance is the work environment. The work environment is the totality of tools and materials encountered, the surrounding environment in which a person works, his work methods, and work arrangements both as an individual and as a group (Sedarmayati, 2011). According to (Nitisemito, 2014), the work environment is everything that is around the work and can influence an employee in carrying out the tasks assigned to him. A comfortable work environment will have an impact on employee performance. Employees will feel comfortable at work if the work environment supports their work. Research on the

relationship between work environment and performance was conducted by: (Triastuti, 2018), (Ilmi et al., 2023), (Pioh & Tawas, 2016), (Prakoso et al., 2014), (Candana et al., 2020), (Utomo et al., 2019), (Kurniawati & Tobing, 2019), (Hafifi et al., 2018), (Sugiyatmi et al., 2016), (Yohana et al., 2020), (Siahaan & Bahri, 2019), (Weol, 2015), (Nuriyah et al., 2022), (Husnah et al., 2018), (Firdaus et al., 2017), (Susanti, 2017), (Bentar et al., 2017), (Feel et al., 2018), (Adha et al., 2019), (Makkira et al., 2016), (Suwondo & Sutanto, 2015), (Lumentut & Dotulong, 2015), (Abdi & Wahid, 2017), (Ardianti et al., 2018), (Parhusip et al., 2020), (Saputra et al., 2024), (Qomariah & Utamy, 2023), (Adi et al., 2022), (Qomariah et al., 2021) which states that a comfortable work environment can improve employee performance.

Based on theory and previous research results related to the concept of leadership style and work environment which are linked to employee performance, it turns out that there are still research results whose results are still inconsistent, so it is necessary to carry out this research design with the aim of finding out the influence of delegative leadership style and work environment on employee performance. in the sub-district in Jember Regency.

II. Literature Review

2.1 Human Resource Management

Human resource management is the science and art of managing the relationships and roles of the workforce so that they are effective and efficient in helping to realize the goals of the company, employees and society (Hasibuan, 2016). Human resource management is planning, organizing, coordinating, implementing and supervising the procurement, development, provision of services, integration, maintenance and separation of workforce in order to achieve organizational goals (Mangkunegara, 2018).

2.2 Employee Performance

According to (Qomariah, 2020), employee performance is one of the main factors that influences organizational progress. The higher or better the employee's performance, the easier it will be to achieve organizational goals, and the opposite happens if employee performance is low. According to (Mangkunegara, 2018), employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to (Hasibuan, 2018), performance is a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience and seriousness as well as time. Employee performance is a measure of the extent to which employees are successful in carrying out their work duties.

2.3 Work environment

According to (Sedarmayanti, 2017), the definition of the work environment can be interpreted as everything around the worker that can influence the employee's work, including lighting arrangements, controlling noise, workplace cleanliness and workplace safety arrangements. A conducive work environment provides a sense of security and employees will work more optimally so that employees can work comfortably.

III. Research Methods

The variables in this research consist of the independent variable and the dependent variable. The independent variables are delegative leadership style (X1) and work environment (X2). Meanwhile, the dependent variable is employee performance (Y). Research to test the influence of the independent variable on the dependent variable is called causality research (Sugiyono, 2011). The analysis that will be used in this research is descriptive analysis, validity and reliability testing of measuring instruments, and hypothesis testing. The population of this study were all sub-district employees in Jember Regency.

IV. Results and Discussion

4.1 Development of Research Hypotheses

a. The Influence of Delegative Leadership Style on Employee Performance

According to (Salusu, 2006), delegative leadership style is a leadership style where the leader is more often seen as being in the back seat of the work team formed by him, both in completing work and in making decisions. According to (Mangkunegara, 2018), employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Employees who have leaders who provide as wide an opportunity as possible for their subordinates to participate in improving employee performance will be able to provide motivation to complete tasks on time. Research conducted includes: (Siregar, 2022), (Prasetya et al., 2017), (Jamaludin & Subiyanto, 2022), (Paais & Pattiruhu, 2020), (Antoro, 2014) states that leadership style has a positive effect on performance employee. Thus, the first hypothesis (H1): leadership style has an influence on employee performance.

b. The Influence of the Work Environment on Employee Performance

According to (Sedarmayanti, 2017), the definition of the work environment can be interpreted as everything around the worker that can influence the employee's work, including lighting arrangements, controlling noise, workplace cleanliness and workplace safety arrangements. A conducive work environment provides a sense of security and employees will work more optimally so that employees can work comfortably. Employees who are comfortable at work will be able to complete all the work assigned to them on time, so that employee performance will increase. Research on the relationship between work environment and performance was conducted by: (Triastuti, 2018), (Ilmi et al., 2023), (Pioh & Tawas, 2016), (Prakoso et al., 2014) with the results that the work environment has a positive impact on performance employee. Thus, the second research hypothesis (H2) is: the work environment has a positive impact on employee performance.

4.2 Conceptual Research Framework

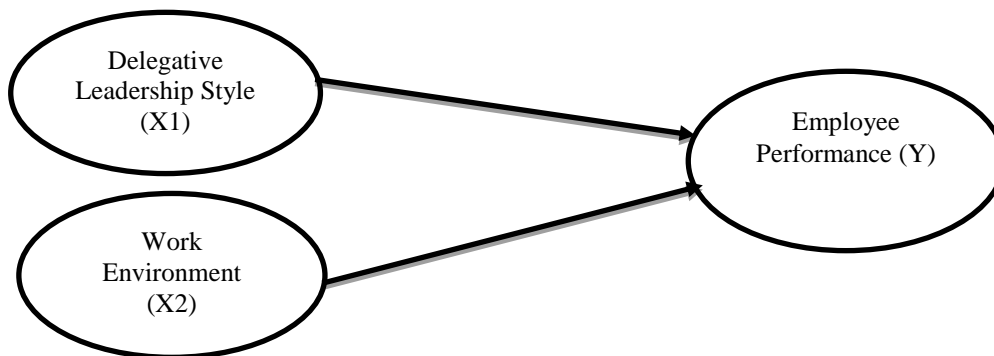


Figure 1. Conceptual Framework

V. Conclusion

Conclusions that can be presented based on the explanation related to theory and previous research results are:

1. First hypothesis (H1): delegative leadership style has a positive effect on employee performance.
2. Second hypothesis (H2): the work environment has a positive effect on employee performance.

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