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## THE INFLUENCE OF LEADERSHIP STYLE, COMMUNICATION AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE IN THE BENTENG MICRO INDONESIA SHARIA COOPERATIVE AREA 10 IN LEBAK REGENCY AND BOGOR REGENCY

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### Abstract

This research aims to determine the impact of the influence of leadership style, communication and work environment on the performance of employees of the Benteng Micro Indonesia Sharia Cooperative Area 10 in Lebak Residence and Bogor Residence. This research describes in detail the role and function of leadership style, communication and work environment, analyzes the factors that have an influence on employee performance, and determines the indicators used to measure employee performance. The research method used is quantitative research, with a sampling technique carried out by collecting data from a number of employees through questionnaires. Data processing was carried out using the Statistical Package for the Social Sciences (SPSS) version 20. Simultaneous test results showed that leadership style had insignificant results on employee performance, while communication and work environment had significant results and had a positive effect on employee performance. These findings provide useful insights for cooperative area managers and all branch leaders, because they can take concrete steps to improve the performance of their employees.

## INTRODUCTION

An organization not only needs talented and skilled employees, but also requires diligent employees to achieve optimal performance. The system of relationship patterns within an organization influences one of its activities; This includes relationships with superiors and fellow employees. Human resources can influence the performance of a company because they play an important role in the company. Performance is a term used to describe how a person behaves in an organization with the aim of achieving predetermined goals. Improving employee performance is an important goal for every organization, because employees who perform well can help the organization achieve its business goals more effectively.

Successful company management can be recognized by how the company invests in its human resources. Paying attention to employee well-being, development and satisfaction can be a long-term investment that produces positive results. By understanding and managing employee performance well, companies can create a productive, innovative and sustainable work environment, which will ultimately support the growth and sustainability of the company as a whole.

According to Hackman and Oldham 1976; Steers and Rhodes 1978, work performance is the result of applying a person's abilities, skills and capabilities in their work setting in an organization. Job complexity influences performance, which is defined in various ways depending on the phase and complexity of the job. Juni and Mahmood (2011) Changes in life can have a positive or negative impact on worker performance (Dennis 1956).

Achievement as a basic concept for a person to distinguish parts of the achievement process which consists of behavioral involvement towards the desired result. (Borman And Motowidlo, 1993; Campbell Et al., 1993; Roe, 1999). Performance concepts can be learned by evaluating and implementing overall performance management. Performance evaluation is the process of collecting certain results over a predetermined time period. (Coens and Jenkins, 2002). Armstrong (2009) explains that performance is not only assessed by results but must also be seen from behavior. according to Campbell (1990), Behavior is demonstrated by a person's actions to complete work and how the consequences of a person's behavior are related to the results. this shows that behavioral involvement and the results obtained are interrelated. (Borman And Motowidlo, 1993). Job performance can be assessed by providing company performance standards (Darmawan et al., 2018) and job performance can be said to be good if it can show productivity, efficiency when working, quality of work produced, profitability (Ahuja, 2006). Productivity is the comparison between output and input. (Stoner et al., 1995; putra et al., 2017). Efficiency is demonstrated by the use of minimal resources but the results obtained are in accordance with expectations and effectiveness as the desired achievement. goals through abilities (stoner, 1996). Quality is the characteristic of a product or service that is able to meet expected needs. (Djati And Darmawan, 2005). Profitability is demonstrated by the ability to generate profits consistently over a predetermined time period (Wood And Stangster, 2002). Efforts to assess job performance should focus on assessing behavior and performance, not how the employee's

personality is (O' Donnell And O'brien, 1999).

Five factors can be used to evaluate employee performance, according to Mangkunegara (2011): work quality; quantity of work; responsibility; collaboration; and initiative. however, as pointed out by Ali, Limakrisna, et al. (2016), Prihartono & Ali, 2020, ansori & ali, 2017, harini et al., 2020, and Riyanto, Pratomo, et al. (2009), previous researchers have thoroughly investigated individual performance. according to Rivai and Sagala (2009), there are three components that are evaluated to measure a person's performance: technical ability; conceptual abilities; and the ability to interact with other people. several theories about performance refer to performance as the result of work or the level of success achieved by workers in their field of work. the results produced, both in quantity and quality, can be directly seen in accordance with work standards.

There are many ways to improve employee performance, one of which is for leaders to manage the company by adapting their characteristics as leaders to the nature of the company. This is because a leadership style that suits the company will make leadership more effective, which will ultimately have an impact on improving the overall performance of the company and employees.

According to (daughter, 2020) the style of leadership is a way of a leader to influence others or his subordinates so that the person is willing to do the will of the leadership to the goals of the organization even if personally it is not welcomed. The

more skilled a leader is in influencing or regulating his subordinates will increase. A leader's behavior is an influence that leads to his own understanding, which affects the psychological state of his subjects. If the behavior of the leader presented is considered as expected by the subordinate, it has a positive impact on the employee's performance, but if the leader's behaviour does not meet his expectations, it negatively affects the performance of his employee.

Apart from that, the next factor that can contribute to employee performance management is the communication factor that occurs within the company. Both vertical and horizontal communication. Because without good communication it is impossible for work to be done optimally. Effective communication plays a key role in improving employee performance and overall company performance. open and transparent communication can increase employee motivation and engagement. Receiving positive feedback and listening to employees' concerns or ideas can motivate them to contribute more actively. Good communication also helps employees understand the organization's culture, company values, and expectations. This allows them to adapt to the work environment better. therefore, good communication is the basis for a healthy relationship between employees and the company, resulting in a productive work environment, and helping to achieve common goals.

According to (Effendy, 2011) in Suhanta at al (2022), communication is the event of the delivery of human ideas. From this understanding it can be concluded that

communication is a process of delivering messages that can be messages of information, ideas, emotions, skills and so on through symbols or symbols that can cause the effect of behavior performed with certain media.

In addition, the employee work environment is an additional component that can help improve employee performance. A positive and healthy work environment is essential to improving employee performance and, overall, influencing company performance. When employees feel valued, supported, and comfortable in their workplace, they tend to be more motivated to do their best work. Companies can create a good work environment that supports employee health and productivity. This will have a positive impact on employee performance and the company as a whole.

According to Nitisemito (2000) in (Henny Novriani Gultom, 2021) that the working environment is everything around the worker that can influence him in carrying out the assigned tasks. Although the work environment does not carry out the work process in an enterprise, the working environment has a direct influence on the employees who carry out that work process. A workplace is an area or place to work. As for the definition of the working environment, there are some definitions put forward by the experts, including Render and Heizer (2001) in (Henny Novriani Gultom, 2021) which defines the work environment as "the workplace that affects the outcomes of their work and the quality of their working life."

The focus of this research is to find out how leadership, communication and work environment influence employee performance. The focus of this research is the Indonesian micro Islamic micro cooperative.

This cooperative runs a savings, loan and financing business using sharia principles, including the management of zakat, infaq, alms and waqf. This cooperative was born and domiciled in Tangerang, led by Mr. Kamarudin Batubara, SE., MM.. As Chairman of the board and main director. This sharia cooperative was founded in 2008 and has its head office at Ruko The Times Square No. 83318 on Jl. Boulevard Andalucia Paramount Land in Tangerang, Tangerang Regency, as protection for micro businesses that serve customers throughout Indonesia through savings and loan businesses and financing using the sharia system. So far the Indonesian micro fort sharia cooperative has 100 branch offices with 229,805 members and manages assets of Rp. 1,063,570,113,795,- (May 2023).

To describe how employees perform at the Benteng Micro Indonesia Sharia Cooperative Area 10 in Lebak Residence and Bogor Residence, researchers will use data sourced from the financial report for the period 10 December 2020 – 2022. It is hoped that with this data, the performance of the employees of the Benteng Micro Indonesia Sharia Cooperative Area 10 in Lebak Residence and Bogor Residence can be illustrated by the realization of absorption of cooperative funds in the community during the December 2020-2022 period. The following is the financial report data for the Benteng Micro Indonesia Sharia Cooperative Area 10 in Lebak Residence and Bogor Residence.

## **Data Table**

### **Area Financial Data 10 December 2020-2022**

Indicator	Achievements 2020	Achievements 2021	Achievements 2022
Capital	4.254.328.000	7.873.861.000	11.676.963.000
Asset	21.993.832.986	34.777.432.957	36.636.709.519
Funds Distributed	27.860.600.000	52.332.800.000	62.374.867.000

Receivables	18.271.483.000	28.151.775.000	33.205.644.000
Savings	3.072.535.113	5.410.805.764	6.931.999.183
SHU	126.985.973	2.356.500.297	3.141.080.349
NPF	55.032.889	959.596.000	1.481.271.290

Based on the data in table, it can be seen that all indicators have increased every year, especially in 2021 due to the addition of 2 new branches, namely cigudeg and nanggung. however, in the following year, namely the achievement in 2022, it looks less significant compared to the previous year, even though the growth in achievement should have been even faster due to the addition of branches in the previous year.

From the background above, it is known that research results related to leadership, communication, work environment variables and their influence on employee performance have varied results and tend to vary. Apart from that, from the results of initial observations on the research object, it is known that the performance of the Benteng Micro Indonesia Sharia Cooperative Area 10 in Lebak Residence and Bogor Residence tends to experience a decline (based on data table 1.1) during the december 2020-2022 period. That is why this research was carried out, to find answers to the problems stated above. The aim of this research is to find out whether or not there is an influence of leadership, communication and work environment on the performance of employees of the Benteng Micro Indonesia Sharia Cooperative Area 10 in Lebak Regency and Bogor Regency during the period december 2020–2022. The following is the problem formulation in this research:

1. Does leadership style influence the performance of the Benteng Micro

Indonesia Sharia Cooperative Area 10 in Lebak Residence and Bogor Residence employees?

2. Does communication affect the performance of the Benteng Micro Indonesia Sharia Cooperative Area 10 in Lebak Residence and Bogor Residence employees?
3. Does the work environment affect the performance of the Benteng Micro Indonesia Sharia Cooperative Area 10 in Lebak Residence and Bogor Residence employees?

## RESEARCH METHODS

This research uses quantitative methods. According to Sugiono (2017; 147), quantitative methods use descriptive analysis methods, namely statistics that are used to analyze data by describing the data that has been collected as it is without intending to make general conclusions or generalizations. This analysis is used to calculate how much influence the independent variables, namely leadership style (X1), Communication (X2) and Work Environment (X3), have on the dependent variable, namely employee performance (Y). The techniques and tools used in this research are Quantitative Associative. Associative research is research that aims to determine the influence or relationship between two or more variables (Sugiyono.2013:55).

The population in this study were all employees of Benteng Micro Indonesia Sharia Cooperative Area 10 in Lebak Residence and Bogor Residence. Focus. Based on the data obtained, the total number was 74 (seventy four) people. The sample in

this study used a saturated sample method, namely a population of 74 people and at the same time became the sample because there were less than 100 people.

## **RESULTS AND DISCUSSION**

This research was conducted using primary data in the form of a questionnaire to analyze the influence of the performance of employee members in area 10 of the Benteng Mikro Indonesia sharia cooperative located in Lebak district and Bogor district, which was used as the dependent variable. Apart from that, the independent variables used are leadership style, communication and work environment. To analyze the data that has been collected, the Descriptive Statistical Analysis method was used by distributing questionnaires to employee staff from the BMI Sharia Cooperative.

### **1. The Influence of Leadership Style on Employee Performance.**

The results of this research can be concluded that partially the Leadership Style variable (X1) has no effect on Employee Performance (Y). This is also strengthened by the significance value obtained of  $0.395 > 0.05$  so that H1 is rejected. So, the statistical calculation data in this study states that the Leadership Style variable (X1) has no effect on Employee Performance (Y) in the Benteng Micro Indonesia Sharia Cooperative Area 10 in Lebak Residence and Bogor Residence. Because cooperatives make it possible to prioritize sharia principles in their operations, employee performance may be more influenced by commitment to these principles than by leadership style. This is also supported by previous research by Runtuwene, K., Dotulong, L. O., & Loindong, S. S. (2022). The Influence of Transformational Leadership Style, Work Ethic and Organizational Culture on

Employee Performance (East Langowan District Head Office). which shows that Leadership Style has no effect on the Performance of sharia cooperative employees.

### **2. The Effect of Communication on Employee Performance**

In the Communication Style variable (X2) there is a positive and significant influence on Employee Performance (Y) of the Benteng Micro Indonesia Sharia Cooperative Area 10 in Lebak Residence and Bogor Residence. So the results of this research can be concluded that partially the Communication variable (X2) has a positive and significant effect on Employee Performance (Y). This is also strengthened by the results of a significance value of  $0.000 < 0.05$  so that H2 is accepted.

So it can be concluded that communication is very influential on the performance of Benteng Micro Indonesia Sharia Cooperative Area 10 in Lebak Residence and Bogor Residence. Because effective communication allows employees to understand goals, tasks and expectations more clearly. Employees who have a good understanding of their responsibilities tend to carry out their duties more effectively and efficiently. This is also supported by previous research by Geralt, F. E., Koleangan, R. A., & Sepang, J. L. (2020) "The Influence of Leadership Style and Communication on Employee Performance of Pt Bringin Karya Sejahtera which shows that Communication has an effect on Employee Performance.

### **3. Influence of the Work Environment on Employee Performance**

In the Work Environment variable (X3) there is a positive and significant influence on Employee Performance (Y) for Benteng Micro Indonesia Sharia Cooperative Area 10 in Lebak Residence and Bogor

Residence. In this t test it can be seen that the t value is  $4.710 > 1.666$ . So the results of this research can be concluded that partially the Work Environment variable (X3) has a positive and significant effect on Employee Performance (Y). This is proven by the significant value obtained of  $0.000 < 0.05$  so that H3 is accepted.

So it can be concluded that the work environment is very influential on employee performance at the Benteng Micro Indonesia Sharia Cooperative Area 10 in Lebak Residence and Bogor Residence. Because a positive, inclusive and supportive work environment can increase employee motivation and satisfaction. Employees who feel cared for, appreciated, and have opportunities to develop tend to perform better. This is also supported by previous research by Sihaloho, R. D., & Siregar, H. (2020) with the title "The influence of the work environment on employee performance at PT. Super Setia Sagita Medan" which shows that Leadership Style influences the Performance of Sharia Cooperative Employees.

## CONCLUSION

Based on the conclusions above, there are several suggestions that can be given to future researchers, including the following:

- Previous research can be a basis for future researchers to understand more deeply the relationship between key factors such as leadership style, communication and work environment on performance. They can expand existing understanding.
- Future researchers can enrich existing theories and concepts by adding new

empirical evidence. They can expand or clarify the framework already in use.

- Future researchers can explore aspects that have not been previously revealed in the context of leadership style, communication and work environment. They can discover new, relevant relationships or variables.

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