



ANALYSIS OF LEADERSHIP STYLE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE (CASE STUDY IN MLUWEH VILLAGE, EAST UNGARAN SUB-DISTRICT)

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ABSTRACT

Human resources are one indicator that has a big influence on the success of an organization in achieving its goals. An effective leadership style can motivate and inspire employees, increase job satisfaction and performance, and a positive and supportive work environment also makes a significant contribution to improving employee performance. Company leaders need to pay attention to the work environment to provide comfort and support employees in their activities, and by providing a good leadership style it will provide job satisfaction for employees in the Mluweh Village Case Study, East Ungaran subdistrict. The research method uses a qualitative approach with data collection techniques through in-depth interviews and participant observation. This research focuses on how participative and democratic leadership styles, as well as a safe and supportive work environment, can improve employee performance. The research results show that a motivating and inspirational leadership style has a positive influence on employee performance. Apart from that, a comfortable and inclusive work environment also contributes significantly to improving employee performance. Thus, this research provides strategic implications for the management of Mluweh Village, East Ungaran District to develop a leadership style and work environment that supports employee performance.

Keywords: Leadership, Environment, employees, Performance, Subdistrict, Village

INTRODUCTION

In an organization or company the role of human resource management is very important. We can know this because without human resources, an organization cannot possibly run. Humans are the drivers and managers of other production factors such as capital, raw materials, equipment, etc. to achieve organizational goals. In company development, human resources are the most important factor supporting the success of a company. Human resource management is the process of utilizing humans as workers in a humane manner, so that their physical and psychological potential functions optimally to achieve organizational goals.(Hadari Nawawi, 2011)

states that human resources are the most important asset influencing performance in an agency, including the work environment. According to (Kusriyanto, 1991).

Leadership style is an important element in the leadership theme, which is always interesting to discuss. This is due to the breadth and depth of the field of discussion which continues to develop dynamically along with developments in the global environment which touches every aspect of life broadly and deeply. Without effective leadership, an organization will never be able to actualize its potential into achievements. Leadership should be seen as an opportunity to provide benefits to many parties and not as a commodity or property to gain one's own profits through the use of other parties. This perspective is very necessary as a strength for a leader to understand, own and apply combinatorially the determining factors for success in achieving organizational goals.

The essence of leadership in any organization requires its presence and role, even if the structure and work mechanisms have been arranged in such a perfect way. Leadership plays a role in harmonizing interests between various parties.

Apart from leadership style, another factor that can influence employee performance is the work environment. The work environment is an internal and external condition that can influence performance so that work can be completed faster and better. The work environment creates binding work relationships between the people in the environment. Therefore, efforts are made to ensure that the work environment is good and

conducive to making employees feel at home in the room and feel happy and enthusiastic about carrying out each of their tasks (Moekijat, 2003)

A poor work environment, lack of harmonious relationships between colleagues and colleagues, colleagues and leaders and even leaders and leaders can hinder employee performance. Working environmental conditions are said to be good or appropriate if people can carry out activities optimally, healthily, safely and comfortably. Therefore, it is important to ensure that a good and conducive working environment is created to increase employee morale.

The aim of this research is to understand how leadership style and work environment interact with each other and influence employee job satisfaction, so as to provide deeper insight into how to improve performance and job satisfaction in the workplace.

This qualitative research aims to analyze the influence of leadership style and work environment on employee performance in Mluweh Village, East Ungaran subdistrict. The research method uses a qualitative approach with data collection techniques through in-depth interviews and participant observation. This research focuses on how a participative and democratic leadership style, as well as a safe and supportive work environment, can improve employee performance.

LITERATURE REVIEW

LEADERSHIP STYLE

Leadership is a branch of applied science that originates from social science. Leadership principles can be used to improve human welfare. To understand the various aspects of leadership and its challenges, it is important to look at it from different points of view. Leadership covers all aspects of human life, including lifestyle, employment opportunities, and interactions in society. Therefore, awareness is needed to deepen understanding of effective leadership. Researchers continue to vigorously collect data on leadership.

while leadership style refers to the attitudes and behavior applied by a leader in carrying out his role. This includes the ability to influence the people led to work more effectively in achieving set goals. Every leader has a different leadership style, depending on

the nature, character and conditions they face. In other words, even though there is the same leadership style, the way it is implemented can vary from one leader to another.

According to Alimudin and Sukoco (2017), leadership style is that this style includes a set of characteristics used by leaders to influence their subordinates in achieving organizational goals. Leadership style is not static; it varies between individuals, influenced by the nature and character of each leader as well as the conditions faced.

Therefore, leadership style can be considered as a combination of behaviors and strategies that are often adopted by leaders to encourage the performance and effectiveness of the team in achieving the set goals.

Mulyadi (2009), in Busro, said that leadership style is a style that can maximize productivity, job satisfaction, growth, and is easy to adapt to all situations. An effective leadership style must be able to improve employee performance and job satisfaction and be adaptive in dealing with various situations that arise.

From these two definitions, it can be concluded that leadership style is a complex and dynamic method used by leaders to influence their subordinates. This style not only functions as a way of behaving but also as an effective strategy for increasing employee productivity and job satisfaction. In addition, a good leadership style must be able to adapt to various situations that arise in the organization.

WORK ENVIRONMENT

The work environment in a company is very important for management to pay attention to because the work environment has a direct influence on the employees who carry out the production process. Even though the work environment does not directly carry out the production process, the work environment influences employee performance substantially.

A conducive work environment provides a sense of security and allows employees to work optimally. When employees like the work environment where they work, they will be more comfortable and active in carrying out their tasks, so that working time is used effectively. On the other hand, an inadequate work environment can significantly reduce employee performance.

Thus, management must prioritize a conducive work environment to improve employee overall performance and achieve company goals more effectively. A comfortable and safe work environment not only promotes discipline but also increases overall employee motivation and productivity.

Several experts define the work environment as follows:

According to Isyandi (2004), the work environment is something that exists in the workers' environment which can influence them in carrying out their duties, such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and whether or not work equipment is adequate.

Meanwhile, according to (Simanjuntak, 2003) the work environment can be interpreted as all the tools encountered, the surrounding environment where a person works, his work methods, as an influence on his work both as an individual and as a group. Overall, the work environment is an important factor that management must pay attention to because it can influence the effectiveness and efficiency of employees in carrying out their duties. By creating a conducive work environment, companies can increase employee motivation and overall performance.

EMPLOYEE PERFORMANCE

Employee performance is a broad and complex term in the world of management, covering various aspects related to the abilities and work results displayed by an employee. According to Muhammad Zainur Roziqin (2010:41), employee performance is the entire work process of an individual whose results can be used as a basis for determining whether the individual's work is good or vice versa. Meanwhile, employee performance, according to Lijan Poltak Sinambela (in, Syaifuddin, 2018: 62), is the employee's ability to perform a certain skill. Employee performance is very important because performance will reveal the extent of the employee's ability to carry out the tasks assigned to him.(Alimudin, n.d.)

Employee performance is very important because with good performance, we can find out how far the employee's ability is to carry out the tasks assigned to him. Proper performance evaluation helps management in evaluating employee contributions to organizational goals and in identifying areas that need improvement or further development.

Overall, employee performance is a reflection of their dedication and contribution to company goals. Management needs to monitor and evaluate performance regularly to ensure that each employee carries out their duties well and to identify areas that need improvement or further development. Thus, increasing employee performance will have a positive impact on the overall success of the organization.

RESEARCH METHODOLOGY

In this research the author uses a qualitative research approach to understand social phenomena that occur in Mluweh Village, East Ungaran District. This approach allows researchers to explore and deepen employees' experiences and perceptions regarding the influence of leadership style and work environment on their performance. Variables are researched by conducting in-depth or direct interviews with employees to obtain information about their experiences regarding the leadership style applied and how the work environment influences their performance. The data sources used by researchers are primary data and secondary data. Primary data is data obtained directly, researchers obtain data or information directly using predetermined instruments. In this research, primary data was obtained through direct interviews with employees of Mluweh Village, East Ungaran subdistrict. In this research secondary data was obtained from books, journals, websites, articles and other literature. For data collection techniques in this research, researchers used interviews, observation and documentation. The data analysis technique used in this research is thematic analysis technique. Data validation was carried out using the triangulation method. The data analysis techniques used in this research are:

1. Data reduction This data reduction will select existing notes in the field encountered by the researcher so that they become notes that are transformed into good language.
2. Data presentation Presentation of this data is carried out by collecting information which is compiled and displayed to provide understanding with strong sources.
3. Draw conclusions

In this research, information will be revealed from the beginning until the researcher changes the information conveyed by the informant, then conclusions will be drawn that do not deviate. (Moleong, 2007: 248) in (Conference & Corresponding, 2023)

RESULT AND DISCUSSION

The Influence of Leadership Style on Employee Performance

Based on the results of interviews and observations in the Mluweh Village sub-district, Ungaran Timur sub-district, it shows that it tends to be transformational. Leaders try to motivate employees by creating a culture of innovation and creativity. They provide opportunities for employees to convey opportunities for employees to convey new ideas and participate in decision making, so that employees feel valued and have responsibility for organizational goals. Additionally, leaders also demonstrate basic traits such as empathy, motivation, and deep engagement with employees, which increases trust and loyalty.

This means that the more the leadership style improves, the employee performance will increase, in an organization the abilities possessed by employees will greatly influence their performance. The leadership style which is related to the decision-making ability possessed by the leader is able to encourage employees to work more optimally because decisions are taken correctly and effectively, the ability to motivate possessed by the leader makes employees encouraged to produce appropriate performance and do the job better, The leadership's ability to communicate ensures that employees always get the information they need to do their work. The ability to control oneself and emotional abilities has been proven to greatly influence employee performance in the Mluweh Village sub-district, Ungaran Timur sub-district. This means that with a good leadership style in the Mluweh Village sub-district, Ungaran Timur sub-district, employee performance will increase. The leadership style applied in the Mluweh Village sub-district, East Ungaran sub-district is one of the driving forces for employees at work, and is also in accordance with what is expected by employees because it is able to adapt to many of the thoughts of each employee so that employees feel appreciated and

becomes a motivation for employees in improving their performance when their leaders set good examples.

The Influence of the Work Environment on Employee Performance

Based on the results of interviews and observations in the work environment in the Mluweh Village sub-district, East Ungaran sub-district, it is designed to support employee comfort and productivity. Adequate facilities, a clean work atmosphere, and social support from coworkers contribute to employee morale and productivity. Employees report that a positive environment increases their focus at work, so they can complete tasks more efficiently. A good work environment also helps reduce stress, allowing employees to concentrate more on their work.

Occupational Health and Safety A safe and healthy work environment greatly influences employee performance. When employees feel safe, they are more likely to work well and managerial support. Good leadership and support from superiors can give employees a sense of security and confidence at work. This contributes to better performance.

Success Factors in Leadership Style and Work Environment

Success factors in leadership style and work environment involve various elements that are interrelated and contribute to team performance and employee satisfaction. The following is an explanation of these factors:

1. **Appropriate Leadership Style**

Effective leadership styles, such as participative or transformational leadership, can increase employee motivation and engagement. Leaders who listen to team input and guide with a clear vision are able to create a positive atmosphere.

2. **Open Communication**

Effective and transparent communication is essential to building trust. Leaders who provide constructive feedback and encourage open discussions can help reduce misunderstandings and strengthen relationships between team members.

3. **Positive Work Culture**

A healthy and supportive work environment encourages collaboration and innovation. Rewarding employee contributions and celebrating team achievements can increase morale and loyalty.

4. Flexibility in Policy

Providing flexibility in work hours or work location can help employees balance personal and professional lives. This contributes to higher job satisfaction and reduces stress.

5. Employee Development

Providing opportunities for training and skills development is an important investment. Mentoring and coaching programs can help employees feel valued and motivated to develop.

6. Diversity and Inclusion

Valuing diversity within teams and creating an inclusive environment ensures that all voices are heard. A diversity of perspectives can spark innovation and better solutions.

7. Clear Goals and Vision

Having well-defined goals and vision helps employees understand the direction of the organization. When employees feel connected to the company's mission, they are more likely to commit to achieving it.

By integrating these factors, organizations can create a productive and supportive work environment, where an effective leadership style contributes to team success and overall employee satisfaction.

CONCLUSION

This research shows that human resources, especially in the context of leadership and the work environment, play an important role in the success of an organization in achieving its goals. Effective leadership styles, such as participative and transformational, have been proven to motivate and inspire employees, increasing their job satisfaction and performance.

Apart from that, a positive and supportive work environment is also significant in increasing employee productivity.

The research method used is qualitative with data collection techniques through in-depth interviews and participant observation, focusing on the interaction between leadership style and the work environment in Mluweh Village, East Ungaran District. The research results show that motivating leadership and creating a safe and inclusive work space contribute significantly to increasing employee performance.

From this research, it is concluded that Mluweh Village management needs to continue to develop leadership styles and create a supportive work environment, in order to improve employee performance and satisfaction. The integration of factors such as open communication, employee development, and flexible policies can help create a productive and satisfying work atmosphere, supporting an organization's long-term success.

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