

THE INFLUENCE OF PARTICIPATIVE LEADERSHIP STYLE, PHYSICAL WORK ENVIRONMENT AND WORK DISCIPLINE ON THE PERFORMANCE OF EMPLOYEES IN THE KRAMAT JATI RELIGIOUS AFFAIRS OFFICE, EAST JAKARTA

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Abstract

The purpose of this research is to determine the influence of a participative leadership style, physical work environment, and work discipline on the positive influence on the performance of employees at the Kramat Jati Religious Affairs Office, East Jakarta. The technique for taking this sample is saturated sampling, by taking the entire sample of 40 respondents. Data management uses descriptive methods and inferential statistical methods. The type of data used is primary data, namely data taken through questionnaires given to respondents. The data collection technique uses a questionnaire, namely by providing statements to parties related to the problem to be studied. Based on data management using descriptive analysis, the results of the regression equation are as follows $Y = 0.740 + 0.416X_1 + 0.208X_2 + 0.354X_3$. Testing the statistical model with the F test obtained an Fcount value of 54.092 with a sig value of 0.000, which means that participative leadership style, physical work environment and work discipline together have a positive effect on employee performance, while the t test obtained a participative leadership style of 3.290, physical work environment amounting to 2,216 and work discipline amounting to 2,254. with a sig value of 0.002 for participative leadership style, a sig value of 0.033 for physical work environment, and a sig value of 0.030 for work discipline, which means that participative leadership style, physical work environment and work discipline partially have a positive and significant effect on employee performance.

Keywords: participative leadership style, physical work environment, work discipline

INTRODUCTION

The success of a company in achieving its goals cannot be separated from its human resources. Human resources are the most important asset in a company, because with competent human resources a company can continue to progress and develop. Every company certainly needs human resources who work effectively and with integrity so that they can provide the best performance for the company where they work.

One of the factors to support a company's success requires integrating the human resources function through human resource practices in the company's business strategy. The selection and implementation of the right business strategy will be largely determined by the quality of human resources who play an important role in the

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company's operational activities, planning and implementing the determined business strategy. The integration of human resource functions in business strategy planning is intended to empower human resources in the management of various work units in the organization so that the process of managing these resources can be carried out effectively and efficiently.

Every organization or company needs leadership. For the business world, leadership is one of the basic resources and essence of management of every organizational activity which has important authority and responsibility to make the organization effective in achieving the goals of the organization or agency. According to John Kottler (in Robbins, 2006:39) A leader is someone who sets direction by compiling a vision of the future to achieve targets. Good performance will have a direct influence on the company's image in the eyes of the public.

According to Nurochim and Purwanto (2010:36) leadership is the ability of a person or leader to influence the behavior of other people and want to work together to achieve goals.

Participative Leadership, namely if a leader carries out his leadership persuasively, creates harmonious cooperation, fosters loyalty and participation of his subordinates. Leaders motivate subordinates, so that they feel like they own the company. The leader's philosophy is that leaders are for subordinates, and subordinates are asked to participate in the decision-making process by providing information, suggestions and considerations. Leaders implement an open management system. Information and cadre development receive serious attention (Husain, 2011: 12).

Apart from good managerial functions, the physical work environment within the company is also a supporting indicator for employee performance which really needs attention, because in reality competition in the business world is getting tougher so companies are required to be more effective in order to continue to develop. Company policies have a strong influence on employee behavior in carrying out company activities, therefore shaping good employee performance means the company provides support, both in the physical work environment and in work discipline so as to bring employees to high morale and will have a positive impact on employee performance.

The physical work environment is an influential factor in improving employee performance. Physical work environment factors that are comfortable for employees can guarantee work with enthusiasm so that they influence employee performance. To increase company activities, companies must pay attention to their physical work environment such as air, sound, light and color. According to Sedarmayanti, quoted by Hamid and Ruhana (2014:3), the physical work environment is all the physical conditions found around the workplace which can affect employees either directly or indirectly.

There are several factors that can influence employee performance, including the physical condition of the environment itself, and work discipline.

Work discipline can affect employee performance, therefore many parties issue guidelines or regulations that must be followed by every employee in order to comply with company or agency regulations to achieve general company goals. According to Malayu SP Hasibuan (2007:193) discipline is a person's awareness and willingness to comply with all company regulations and applicable social norms. If employees have high work discipline, it makes it easier for the company to achieve its goals and

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employees will work effectively and efficiently at work so that there are no deviations that can be detrimental to the company and improve the employee's own performance.

Good performance is optimal performance, namely performance that meets organizational standards and supports the achievement of organizational goals. An employee's performance is an individual matter, because each employee has a different level of ability in carrying out their duties, for this reason employee performance research needs to be carried out by an organization. Performance assessment is a process for measuring or evaluating the results of work carried out by a person or group of people in an organization.

According to Hartono and Rotinsulu (2015:908-916) performance is a result achieved by workers in carrying out their work according to certain criteria that apply to a job. With high performance, employees will try their best to overcome and solve problems faced in carrying out their duties and work. On the other hand, those with low performance will easily give up on the situation if they encounter difficulties in carrying out their duties and work so that it will be difficult to achieve the desired goals in a company.

**Table 1. Measurement of Target Achievement for Regional Offices of the Ministry of Religion
Prov. DKI Jakarta 2013-2015**

2013 Strategy Goals	Target	Realization	Performance Achievement
1. Improvement of the archive system	90%	75%	83.33%
2. Present the caten and guardian and check the marriage requirements accurately	89%	77%	86.52%
3. Preparation of waqf pledge deeds and certification of waqf objects	80%	65%	81.25%
4. Implementation of routine recitations at the mosque	93%	75%	80.64%
5. MTQ activities in the KUA Kramat Jati environment	10%	7%	70%
6. Suscaten and sakinah family counseling	78%	63%	80.67%
2014 Strategy Goals	Target	Realization	Performance Achievement
1. Improvement of the archive system	89%	65%	73.03%
2. Present the caten and guardian and check the marriage requirements accurately	78%	54%	69.23%
3. Preparation of waqf pledge deeds and certification of waqf objects	85%	55%	64.70%
4. Implementation of routine recitations at the mosque	89%	63%	70.78%
5. MTQ activities in the KUA Kramat Jati environment	10%	5%	50%
6. Suscaten and sakinah family counseling	80%	55%	68.75%
2015 Strategy Goals	Target	Realization	Performance Achievement
1. Improvement of the archive system	89%	81%	91.01%
2. Present the caten and guardian and check the			

marriage requirements accurately	90%	80%	88.89%
3. Preparation of waqf pledge deeds and certification of waqf objects	78%	69%	88.46%
4. Implementation of routine recitations at the mosque	70%	60%	85.71%
5. MTQ activities in the KUA Kramat Jati environment	10%	9%	90%
6. Suscaten and sakinah family counseling	93%	83%	89.24%

Source: Employee Performance at the Office of Religious Affairs, Prov. DKI Jakarta in 2013-2015

From table 1, based on the phenomenon of achieving targets from the Office of Religious Affairs above, it can be illustrated that almost all of the targets set have not achieved optimal targets from year to year. The initial assumption that caused the targets not to be achieved was that the leadership style implemented by the Office of Religious Affairs is currently not effective.

Leadership style is the main driver of activities within an organization towards the success it wants to achieve, because leadership plays an important role because it is the leader who will move and direct the organization in achieving its goals and at the same time it is a task that is not easy. It's not easy, because you have to understand each subordinate's different behavior. Subordinates are influenced in such a way that they can provide their service and participation to the organization effectively and efficiently. In other words, the success or failure of efforts to achieve organizational goals is determined by the quality of the leader.

The participative leadership style involves a leader's efforts to encourage and facilitate participation by others in making decisions that are not made by the leader himself. Participative Leadership Style is related to the level of employee maturity from medium to high. A follower or subordinate at this level of development has the ability but does not desire to carry out a given task. Their unwillingness is often caused by a lack of confidence. However, if they are confident in their abilities but do not want to carry out the tasks assigned then their reluctance to carry out those tasks is more a motivational issue than a security issue.

From the problem of leadership style that the author found, there is a lack of the leader's awareness of problems and influencing subordinates to see new perspectives. Through this style, leaders must continue to stimulate subordinates' creativity and encourage them to find new approaches to old problems. Participative leadership style is defined as equality of power and sharing in solving problems together with subordinates, by consulting with subordinates before making decisions.

The Office of Religious Affairs as the Ministry of Religion at the sub-district level has a very significant role in taking part in removing the nation from multinational crisis. As the implementer of government regulations in the religious sector, the Office of Religious Affairs is tasked with maintaining the implementation of diversity in society so as to create harmony between religious communities in society. Based on the problem formulation above, the objectives to be achieved from this research are:

- 1) To analyze the influence of participative leadership style on the performance of employees of the Kramat Jati Religious Affairs Office, East Jakarta.

- 2) To analyze the influence of the physical work environment on the performance of employees at the Kramat Jati Religious Affairs Office, East Jakarta.
- 3) To analyze the influence of work discipline on the performance of employees at the Kramat Jati Religious Affairs Office, East Jakarta.

RESEARCH METHODS

This research uses a quantitative approach where quantitative analysis is used to test the hypotheses that have been formulated. The data source used in this thesis research is primary data, namely data obtained through distributing questionnaires. A questionnaire is a data collection technique through a list of questions asked and filled in by parties related to the problem to be researched. Primary data in this research is data obtained directly from respondents' answers through distributing questionnaires using a Likert scale.

With a Likert scale, the variable to be measured becomes an indicator variable. Then these variable indicators are used as a starting point for compiling instrument items in the form of statements. In carrying out this research, the saturated sample method was used. According to Sugiono (2013:126) saturated sampling is a sampling technique when all members of the population are used as samples. So in this study the samples used were 40 samples.

The analysis techniques used are:

Descriptive Statistical Analysis

According to Ferdinand (2013:229) descriptive analysis is a method used to analyze data by describing or illustrating the data that has been collected as it is without the intention of making general conclusions or generalizations.

Inferential Analysis Method

According to Ferdinand (2013:234), inferential analysis is a statistical technique used to analyze sample data and the results are applied to the population. This statistic will be suitable for use if the sample is taken from a clear population, and the sampling technique from this population is carried out randomly.

In this Inferential Method, the researcher tested and estimated the variables that were the focus of the research, namely the Participative Leadership Style variable, Physical Work Environment and Discipline as independent variables and the performance variable as the dependent variable.

Analysis Model

Multiple Linear Regression Analysis

This analysis is used to determine the influence of participative leadership style, physical work environment, work discipline (independent variable) on employee performance (dependent variable).

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Hypothesis test

a. Simultaneous Test (F Test)

The ANOVA test or analysis of variance is a joint regression coefficient test (F TEST) to test the significance of the influence of the independent variable on the dependent variable. This test was carried out to see whether the model being analyzed had a high level of model feasibility, namely that the variables used in the model were able to explain the model being analyzed (Ferdinand, 2013: 240).

b. Partial Test (T Test)

The t test is used to test how the independent variable partially influences the dependent variable. This test can be done by comparing tcount with ttable or by looking at the significant column using a significance level of 0.05. Conditions for partial hypothesis testing (t test).

RESULTS AND DISCUSSION

Complete Results of Research Estimates

Table 1. Multiple Linear Regression Results

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	,740	1,986		,373	,712
	Participative Leadership Style	,416	,126	,434	3,290	,002
	Physical Work Environment	,208	,094	,226	2,216	,033
	Work Discipline	,354	,157	,328	2,254	,030

a. Dependent Variable: Employee Performance

Source: SPSS 17.0 Processed Results

The regression equation shows a constant of 0.740 and can be explained that:

- a) The regression coefficient for participative leadership style (X1) is 0.416 and is positive for employee performance, meaning that the better the participative leadership style, the more employee performance will improve.
- b) The physical work environment regression coefficient (X2) is 0.208 and positive for employee performance, meaning that the better the physical work environment, the more employee performance will improve.
- c) The Work Discipline regression coefficient (X3) is 0.354 and positive towards employee performance, meaning that the better the work discipline, the more employee performance will improve.

Model Feasibility Test

F test

Table 2. F test ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	220,650	3	73,550	54,092	,000 ^b
	Residual	48,950	36	1,360		
	Total	269,600	39			

a. Dependent Variable: Y

b. Predictors: (Constant), Participative Leadership Style, Physical Work Environment, and Work Discipline

Source: SPSS 17.0 Processed Results

From the calculations in table 2 above, it can be seen that the Fcount value is 54.092 with a significance level of 0.000. The Ftable value is obtained from the residual degrees of freedom (df), namely 36 as the denominator df and Regression (treatment)

df, namely 3 as the numerator df with a significance level of 5%. Meanwhile, F_{table} at $df = n - k - 1$ ($40 - 3 - 1 = 36$) with a significant level of 5% so that the F_{table} value ($\alpha = 5\%$) is 2.84 because the F_{count} value is greater than F_{table} ($54.092 > 2.84$) with a significant level of $0.000 < 0.05$, so it can be concluded that the independent variable able to explain the dependent variable.

Hypothesis Testing (t Test)

Table 3. T test

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	,740	1,986		,373	,712
	Participative Leadership Style	,416	,126	,434	3,290	,002
	Physical Work Environment	,208	,094	,226	2,216	,033
	Work Discipline	,354	,157	,328	2,254	,030

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Participative Leadership Style, Physical Work Environment, and Work Discipline

Source: SPSS 17.0 processed results

Based on Table 3, it can be concluded that the results of the t test are as follows:

- The participative leadership style variable (X1) has a t count of 3.290 with a significant level of 0.002. Meanwhile, the ttable value with df 40 and a significant level of 5% is obtained 1.683. Because $t_{count} > t_{table}$ ($3.290 > 1.683$) then H_0 rejected, which means that the participative leadership style variable has a positive and significant effect on employee performance.
- The physical work environment variable (X2) has a t value of 2.216 with a significant level of 0.033. Meanwhile, the ttable value with df 40 and a significant level of 5% is obtained 1.683. Because $t_{count} > t_{table}$ ($2.216 > 1.683$) then H_0 rejected, which means that physical work environment variables have a positive and significant effect on employee performance.
- The work discipline variable (X3) has a t count of 2.254 with a significant level of 0.030. Meanwhile, the ttable value with df 40 and a significant level of 5% is obtained 1.683. Because $t_{count} > t_{table}$ ($2.254 > 1.683$) then H_0 rejected, which means that the work discipline variable has a positive and significant effect on employee performance.

Discussion

The Influence of Participative Leadership Style on Employee Performance

Based on the results of this research, the participative leadership style variable has a positive effect. The results of this research are also in line with previous research by Priatna and Nasution (2015) who obtained research results namely that the participative leadership style variable had a positive effect on employee performance.

The results of this research show that there is a positive influence between the participative leadership style on the performance of employees of the Religious Affairs Office, meaning that the participative leadership style can be used as a basis for predicting the performance of employees of the Kramat Jati Religious Affairs Office. This shows that the performance of employees of the Kramat Jati Religious Affairs Office is influenced by The participatory leadership style applied by the Kramat Jati Religious Affairs Office, East Jakarta .

So, based on the regression test, the participative leadership style variable (X1) is 0.416, which means If the participative work leadership style increases, employee performance will increase by 0.416 assuming other independent variables have constant values. If the value is positive, it means that there is a positive influence between the participative leadership style and employee performance. The t test results show that the significant value is $0.002 < 0.05$, which means leadership style participatory has a positive effect on employee performance.

The Influence of the Physical Work Environment on Employee Performance

Based on the results of this research, the physical work environment variable has a positive effect. The results of this research are also in line with previous research by Hamid and Ruhana (2014) who obtained research results namely that physical work environment variables had a positive effect on employee performance.

The better the management of the physical work environment, the more employee performance will increase. Because a good physical work environment has a direct influence on employees' overall company performance approach. Therefore, creating a good work environment will greatly determine the success of achieving organizational goals.

So, based on the regression test the physical work environment variable (X2) is 0.208, meaning If the physical work environment improves, employee performance will increase by 0.208 assuming other independent variables have constant values. If the value is positive, it means that there is a positive influence between the physical work environment and employee performance. The t test results show that the significant value is $0.033 < 0.05$, which means the physical work environment has a positive effect on employee performance.

The Effect of Work Discipline on Employee Performance

Based on the results of this research, the work discipline variable has a positive effect. The results of this research are also in line with previous research by Runtunuw (2015), which showed that the work discipline variable had a positive effect on employee performance.

Discipline is a form of employee self-control and regular implementation and shows the level of seriousness of the work team within a company. Disciplinary action is used by companies to provide sanctions for violations of work rules or expectations. In other words, work discipline among employees is really needed, because the

company's goals will be difficult to achieve if there is no work discipline. The importance of work discipline in a company is useful for employees to comply with existing regulations, procedures and policies, thereby motivating employees to carry out work to produce good performance. So, based on the regression test the physical work environment variable (X2) is 0.354, meaning if the physical work environment improves, employee performance will increase by 0.354 assuming other independent variables have constant values. If the value is positive, it means that there is a positive influence between work discipline and employee performance. The t test results show that the significant value is $0.030 < 0.05$, which means that work discipline has a positive effect on employee performance.

CONCLUSION

Based on the results of research and discussion regarding the influence of Participative Leadership Style, Physical Work Environment, and Work Discipline on the Performance of Employees at the Kramat Jati Religious Affairs Office, East Jakarta, the research results can be concluded that; (1) If the company can improve the participative leadership style, physical work environment and work discipline, it will have a positive influence on employee performance. (2) Based on the results of the regression coefficient analysis of participative leadership style (X1) of 0.416, it shows that there is a positive influence between participative leadership style on employee performance. The results of the regression coefficient if the value of other independent variables remains constant and the participative leadership style increases, employee performance (Y) will increase by 41.6, (3) based on the results of the regression coefficient analysis of the physical work environment (X2) of 0.208, it shows that there is a positive influence between physical work environment on employee performance. The results of the regression coefficient if the value of other independent variables remains constant and the physical work environment increases, employee performance (Y) will increase by 20.8, and (4) based on the results of the regression coefficient analysis of work discipline (X2) of 0.354, it shows that there is a positive influence between work discipline and employee performance. The results of the regression coefficient if the values of other independent variables remain constant and work discipline increases, employee performance (Y) will increase by 35.4.

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