THE INFLUENCE OF LEADERSHIP, COMMUNICATION, ORGANIZATIONAL CULTURE AND WORK ENVIRONMENT ON THE PERFORMANCE OF EMPLOYEES OF THE REGIONAL PERSONNEL AND HUMAN RESOURCE DEVELOPMENT AGENCY OF BREBES REGENCY

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Abstract: This study aims to determine the influence of leadership, communication, organizational culture and work environment partially and simultaneously on the performance of employees of the Regional Personnel and Human Resources Development Agency of Brebes Regency. This study is a type of quantitative research with the test tools used, namely multiple linear regression analysis. The population in this study is all employees of the Regional Personnel and Human Resources Development Agency of Brebes Regency which totals 52 people. This study uses primary data, namely questionnaires. The method used is multiple linear regression. Based on the results of this study, it can be concluded that the results of the test partially show that leadership has an effect on employee performance. And simultaneously leadership, communication, organizational culture and work environment affect the performance of employees of the Regional Personnel and Human Resources Development Agency of Brebes Regency with a significance level of 0.000 < 0.05. The adjusted R square value is 0.863 or 86.3%, so it can be concluded that there is a close relationship between the variables of leadership, communication, organizational culture and work environment on employee performance.

Keywords: Leadership, Communication, Organizational Culture, Work Environment, Performance

Abstract : *This research aims to determine the influence of leadership, communication, organizational culture and work environment partially and simultaneously on the performance of employees of the District Personnel and Human Resources Development Agency. Brebes. This research is a type of quantitative research with the test tool used, namely multiple linear regression analysis. The population in this study were all employees of the District's Regional Personnel and Human Resources Development Agency. Brebes, numbering 52 people. This research uses primary data, namely a questionnaire. The method used is multiple linear regression. Based on the results of this research, it can be concluded that the partial test results show that leadership influences employee performance. And simultaneously leadership, communication, organizational culture and work environment influence the performance of employees of the District's Regional Personnel and Human Resources Development Agency. Brebes with a significance level of 0.000 <0.05. The adjusted R square value is 0.863 or 86.3%, so it can be concluded that there is a close relationship between the variables of leadership, communication, organizational culture and work environment on employee performance.*

Keywords: *Leadership, Communication, Organizational Culture, Work Environment, Performance.*

A. INTRODUCTION

Background of the Problem

Human resources play a very important role in an organization such as achieving organizational goals. Hasibuan (2017:10) Human Resource Management is a science and art that regulates the relationship and role of the workforce so that it is active and efficient to help realize the goals of the company, employees and society.

Based on initial observations made by researchers at the office of the Brebes Regency Regional Personnel and Human Resources Development Agency, several phenomena were still found that illustrate the still suboptimal performance of employees at the Brebes Regency Regional Personnel and Human Resources Development Agency, such as Delays that are still up and down due to employees who have personal affairs outside the office, afternoon delays due to having to work overtime and lack of attention from superiors or leaders, and a less supportive environment.

In addition, communication can also be carried out by leaders to employees who are often late to reduce delays made by their employees.

Many employees like to neglect their work, employees are also still seen coming to work late and leaving their desks during working hours. Therefore, leaders improve a positive organizational culture, including morning apples every Monday, healthy Friday and others so that a positive organizational culture can improve the quality of employee performance can create good performance and the results expected by the agency later.

Meanwhile, in terms of the working environment of the Brebes Regency Regional Personnel and Human Resources Development Agency, it is still not conducive, as can be seen from the data of the employee order table, there are still many employees who are late. This can influence other employees to do the same because the number of employees who are late can change the employee's view that tardiness is common.

Problem Formulation

1. Is there an influence of leadership on employee performance at the Brebes Regency Regional Personnel and Human Resources Development Agency?
2. Is there an influence of communication on employee performance at the Brebes Regency Regional Personnel and Human Resources Development Agency?
3. Is there an influence of organizational culture on employee performance at the Brebes Regency Regional Personnel and Human Resources Development Agency?
4. Is there an influence of the work environment on employee performance at the Brebes Regency Regional Personnel and Human Resources Development Agency?
5. Is there an influence of leadership, communication, organizational culture and organizational environment on employee performance at the Brebes Regency Regional Personnel and Human Resources Development Agency?

Research Objectives

1. To find out and analyze the influence of leadership on employee performance at the Regional Personnel and Human Resources Development Agency of Brebes Regency
2. To find out and analyze the influence of communication on employee performance at the Regional Personnel and Human Resources Development Agency of Brebes Regency
3. To find out and analyze the influence of organizational culture on employee performance at the Regional Personnel and Human Resources Development Agency of Brebes Regency
4. To find out and analyze the influence of the work environment on employee performance at the Regional Personnel and Human Resources Development Agency of Brebes Regency

5. To find out and analyze the influence of leadership, communication, organizational culture and organizational environment on employee performance at the Regional Personnel and Human Resources Development Agency of Brebes Regency

B. LITERATURE REVIEW

Performance

Duha (2018:218) states that performance is a work achievement by an individual in accordance with his or her role and duties in a certain period, which is related to a measure of value or standard set by an organization where the individual works.

Leadership

Leadership is a process of influencing others to understand and agree on what needs to be done and how to do it, and the process of facilitating individuals and collective efforts to accomplish common goals (Wibowo, 2016:3).

Communication

Communication is a process of conveying information, understanding, and ideas from a person that is given to others with the aim that the person who is given the information is able to interpret what has been conveyed with the stated objectives (Mangkunegara, 2017:145).

Organizational Culture

(Sedarmayanti, 2017:75) said that organizational culture is a form of assumption that is owned, implicitly accepted by the group and determines how the group feels, thinks, and reacts to its diverse environment.

Work Environment

The work environment is a place around workers where there are usually facilities that can support employee performance in achieving goals in accordance with the company's vision and mission. (Lestary & Harmon, 2017)

Previous Research

The results of a simple correlation analysis from the research of Afny D. Tatulus (2019) entitled "The Influence of Leadership on the Performance of Civil Servants in the Tagulandang District Office, Sitaro Regency" showed that the leadership role was positively and significantly

correlated with employee performance or had a significant effect with a strength of 58.7%; meaning that the development of performance of 58.7% was determined or influenced by the leadership role.

The results of the analysis of M. Kiswanto's (2014) research entitled "The Influence of Leadership Style, Organizational Culture and Work Environment on Employee Performance in the Public Works and Spatial Planning Office of Manado City" show that leadership and communication have a positive and significant effect on employee performance, and communication has a dominant influence on employee performance.

The results of hypothesis testing from the research of Meiliza Elizabeth, Jantje L. Sepang, Hendra Tawas (2018) entitled "The Influence of Leadership, Organizational Culture and Work Environment on Employee Performance in the Public Works and Spatial Planning Office of Manado City shows that leadership style, organizational culture, and work environment have a simultaneous and partial effect on employee performance at the Public Works and Spatial Planning Office of Manado.

C. RESEARCH METHODS

Type of Research

The type of research method used in this study is quantitative research with population and samples, namely employees at the Office of the Regional Personnel and Human Resources Development Agency of Brebes Regency. Quantitative research methods are research that is based on quantitative data in the form of numbers or numbers.

Population and Sample

(Sugiyono, 2018)   Explaining population as a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions are drawn. The population in this study is all employees in the Regional Human Resources Development Agency of Brebes Regency, which is 52 employees.

The sample selection method in this study is using a saturated sample technique, where all members of the opulation are used as samples. This is because the number of employees at the Brebes Regency Regional Personnel and Human Resources Development Agency is relatively small. So that as many as 52 employees of the Civil State Apparatus were made respondents.

Data Collection Methods

The data collection technique used in this study is a primary data technique by means of a questionnaire.

Data Analysis Methods

This study uses quantitative analysis methods and descriptive analysis with the aim of making the data easier to understand.

1. **Methode Sucsesive Interval**

MSI is a process of converting ordinal data into interval data, which means that the data obtained from the results of the questionnaire in the form of ordinal data must be converted into interval data through MSI.

2. **Classical Assumption Test**

   a. Normality Test

   The normality test aims to see whether the data is normally distributed or not. The data is normally distributed, if the significant value > 0.05. The data is distributed abnormally, if the significant value < 0.05.

   b. Multicollinearity Test

   Multicollinearity tests are needed to determine whether there are independent variables that have similarities between independent variables in a model (Sujarweni, 2016: 230).

   c. Heteroscedasticity Test

   The heteroscedasticity test was carried out to determine whether the residual value had a constant variant (Pinanda 2018:116). To detect the presence or absence of heteroscedasticity, the test uses the scatterplot correlation test method.

   d. Autocorrelation Test

   The autocorrelation test aims to test whether the linear regression model shows a correlation between perturbators in the t-1 (previous) period. (Ghozali I, 2018).

3. **Multiple Linear Regression Analysis**

Sujarweni (2015:160) explained that multiple linear regression analysis is used to determine the independent variable to the bound variable. In addition, regression analysis is also used to test the correctness of the hypothesis proposed in this study.

4. **Hypothesis Test**

The purpose of hypothesis testing is to find out whether independent variables have a clear and trustworthy influence on dependent variables.

   a. Test t

   According to Mulyono (2018: 113), the t-test is used to find out whether or not independent variables partially have a real effect on the dependent variables.

   b. Test F

Mulyono (2018: 113) explained that the F test is used to find out whether independent variables simultaneously have a significant effect on the dependent variables.

5. Coefficient of Determination

Sugiyono (2018:276) explained that the determination coefficient analysis is used to determine how much influence independent variables have on dependent variables determined by statistical techniques.

D. RESEARCH RESULTS

Results of the Classic Assumption Test

a. Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		52
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.50093966
Most Extreme Differences	Absolute	.104
	Positive	.051
	Negative	-.104
Test Statistic		.104
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

The results of the data normality test with the One Sample Kolmogorov-Smirnov Test above show the Asymp value. Sig. (2-tailed) or a significant value of 0.200 which is greater than 0.05. That means that the assumption of normality is fulfilled
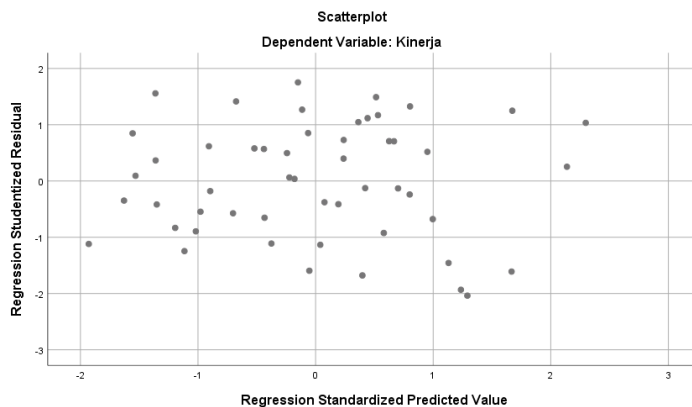
b. Multicollinearity Test Results

Coefficientsa

Type		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Leadership	.782	1.279
	Communication	.779	1.284
	Organizational Culture	.958	1.044
	Organizational Environment	.979	1.021

From the table above, the results of the multicoloniality test show that the tolerance value of the Leadership variable (X1) is 0.782, Communication (X2) is 0.779, Organizational Culture (X3) is 0.958, and Work Environment (X4) is 0.979. The VIP value of the Leadership variable (X1) was 1.279, Communication (X2) was 1.284, Organizational Culture (X3) was 1.044 and Work Environment (X4) was 1.021. All independent variables in this study have a tolerance value above 0.10 and the number of VIP values is less than 10, it can be concluded that regression is free from the assumption of multicoloniality.

c. Heteroscedasticity Test

Scatterplot
Dependent Variable: Kinerja

A good regression model is one that is homoscodestististic or heteroscedasticity is carried out using scatter plot graph analysis between the predicted value of the ZPRED-bound variable and the residual SRESID. Based on the results of the scatterplot drawing, it is clearly shown that the dots are scattered both above and below the number 0 on the Y axis.

d. Autocorrelation Test

Model Summary[b]

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.922a	.850	.837	.466675	2.019

a. Predictors: (Constant), Work Environment, Communication, Organizational Culture, Leadership

b. Dependent Variable: Performance

It is known that DW = 2.019 which means DW>DU (1.7694), then there is no positive autocorrelation. And 4 – 2.019 = 1.981>DU then there is no negative autocorrelation.

Multiple Linear Regression Analysis Results

Coefficients^a

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.810	.574		20.589	.000
	Leadership	.070	.016	.266	4.525	.000
	Communication	.107	.015	.411	7.002	.000
	Organizational Culture	.077	.013	.308	5.735	.000
	Work Environment	.120	.012	.520	9.918	.000

a. Dependent Variable: Performance

Based on the multiple linear regression equation, the equation $Y=11.810+0.070X1+0.107X2+0.077X3+0.120X4$, then the following conclusions can be drawn:

a) A constant of 11,810 shows a positive influence of independent variables (Leadership, communication, organizational culture and work environment)

b) The regression coefficient for the leadership variable of 0.070 shows the positive influence of leadership on employee performance.

c) The regression coefficient for the communication variable of 0.107 shows a positive influence of communication on employee performance.

d) The regression coefficient for the organizational culture variable of 0.077 shows the positive influence of organizational culture on employee performance.

e) The regression coefficient for the work environment variable of 0.120 shows a positive influence of the work environment of employee performance.

Hypothesis Test Results

a. Test Results t

Coefficients^a

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.810	.574		20.589	.000
	Leadership	.070	.016	.266	4.525	.000
	Communication	.107	.015	.411	7.002	.000

		.077	.013	.308	5.735	.000
	Organizational Culture					
	Work Environment	.120	.012	.520	9.918	.000

a. Dependent Variable: Performance

1) The significance value of the leadership variable (X1) is 0.000. Since the significance value is 0.000 < 0.05, it means that Ho is rejected and Ha is accepted. Thus, it means that there is an influence of leadership on employee performance.

2) The significance value of the communication variable (X2) is 0.000. Since the significance value is 0.000 < 0.05, it means that Ho is rejected and Ha is accepted. Thus, it means that there is an influence of communication on employee performance.

3) The significance value of the organizational culture variable (X3) is 0.000. Since the significance value is 0.000 < 0.05, it means that Ho is rejected and Ha is accepted. Thus, it means that there is an influence of organizational culture on employee performance.

4) The significance value of the work environment variable (X3) is 0.000. Since the significance value is 0.000 < 0.05, it means that Ho is rejected and Ha is accepted. Thus, it means that there is an influence of the work environment on employee performance

b. **Test Result F**

ANOVAa

Type	Sum of Squares	Df	Mean Square	F	Sig.
Regression	59.536	4	14.884	81.504	.000b
Residual	8.583	47	.183		
Total	68.119	51			

a. Dependent Variable: Performance

b. Predictors: (Constant), Work Environment, Communication, Organizational Culture, Leadership

From the table above, it shows that the significance value is 0.000 < 0.05, with a Fcal value of 81,504, then Ho is rejected and Ha is accepted. It can be concluded that the variables of Leadership (X1), Communication (X2), Organizational Culture (X3) and Work Environment (X4) simultaneously affect employee performance.

Coefficient of Determination Results

Model Summary

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.935a	.874	.863	.427337

a. Predictors: (Constant), Work Environment, Communication, Organizational Culture, Leadership

The Adjusted R Square value was obtained as 0.863. This value means that the total variables of employee performance caused by leadership, communication, organizational culture and work environment together are 86.3% and the remaining 13.7% is caused by other factors that cannot be explained.

DISCUSSION

a. The Influence of Leadership on Employee Performance

The significance value of the leadership variable (X1) is 0.000. Because the significance value is 0.000 < 0.05, it means that Ho is rejected and Ha is accepted. Thus, it means that there is an influence of leadership on the performance of employees of the Regional Personnel and Human Resources Development Agency of Brebes Regency.

The practical implication in this study is that the Leader of the Regional Personnel and Human Resources Development Agency of Brebes Regency can be more decisive in overcoming discipline problems so that they can be improved. With a firm leader, it is hoped that it will be able to improve employee performance in order to achieve organizational goals as expected.

b. The Influence of Communication on Employee Performance

The significance value of the communication variable (X2) is 0.000. Since the significance value is 0.000 < 0.05, it means that Ho is rejected and Ha is accepted. Thus, it means that there is an influence of communication on the performance of employees of the Regional Personnel and Human Resources Development Agency of Brebes Regency.

The practical implication in this study is that the Regional Personnel and Human Resources Development Agency of Brebes Regency can improve communication between employees. Especially by communicating problems that exist in the agency, problems related to work and others so that they can be solved.

c. The Influence of Organizational Culture on Employee Performance

The significance value of the organizational culture variable (X3) is 0.000. Because the significance value is 0.000 < 0.05, it means that Ho is rejected and Ha is accepted. Thus, it means that there is an influence of organizational culture on the performance of employees of the Brebes Regency Regional Personnel and Human Resources Development Agency.

The practical implication in this study is that the application of organizational culture in the Regional Personnel and Human Resources Development Agency of Brebes Regency can be improved again by creating a good work atmosphere by applying discipline in work because the better the organizational culture that employees have, the better the performance of employees will also be.

d. The Influence of the Work Environment on Employee Performance

The significance value of the work environment variable (X3) is 0.000. Since the significance value is $0.000 < 0.05$, it means that Ho is rejected and Ha is accepted. Thus, it means that there is an influence of the work environment on the performance of employees of the Regional Personnel and Human Resources Development Agency of Brebes Regency.

The practical implication in this study is that the Regional Personnel and Human Resources Development Agency of Brebes Regency needs a pleasant environment starting from the physical environment, namely a comfortable and not crowded workplace, as well as a non-physical environment, namely positive colleagues, relationships between colleagues and other things that need to be improved. Because a pleasant and comfortable work environment can improve employee performance

e. The Influence of Leadership, Communication, Organizational Culture and Work Environment on Employee Performance

The F test shows that the significance value is $0.000 < 0.05$, so Ho is rejected and Ha is accepted. It can be concluded that the variables of Leadership (X1), Communication (X2), Organizational Culture (X3) and Work Environment (X4) simultaneously affect the performance of employees of the Regional Personnel and Human Resources Development Agency of Brebes Regency.

The practical implication in this study is that the Regional Personnel and Human Resources Development Agency of Brebes Regency should be able to improve leadership, communication, organizational culture and work environment. With more decisive leadership in overcoming problems in the agency through good communication with the aim that employees can understand clearly. In addition, it can also improve a good organizational culture so that it can become a work spirit. Another thing that needs to be considered is also about the work environment. Creating good relationships between colleagues and neat desk arrangement so that it is not crowded.

CONCLUSION

1. There is an influence of leadership on the performance of employees of the Regional Personnel and Human Resources Development Agency of Brebes Regency. It can be seen from the significance value, which is $0.000 < 0.05$.

2. There is an influence of communication on the performance of employees of the Regional Personnel and Human Resources Development Agency of Brebes Regency. It can be seen from the significance value, which is $0.000 < 0.05$.

3. There is an influence of organizational culture on the performance of employees of the Regional Personnel and Human Resources Development Agency of Brebes Regency. It can be seen from the significance value of $0.000 < 0.05$.

4. There is an influence of the work environment on the performance of employees of the Regional Personnel and Human Resources Development Agency of Brebes Regency. It can be seen from the significance value, which is $0.000 < 0.05$.

5. There was an influence of leadership, communication, organizational culture and work environment on employees of the Regional Personnel and Human Resources Development Agency of Brebes Regency together with an Adjusted R Square value of 0.863 or 86.3%.

SUGGESTION

1. For the next researcher, it would be better to research other variables that are allegedly related to employee performance to help companies increase the effectiveness of these variables in controlling employee performance.

2. It is hoped that all employees can participate in the problems of leadership, communication, organizational culture and work environment in the service so that employee performance can improve.

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