

**THE INFLUENCE OF LEADERSHIP STYLE, WORK ENVIRONMENT, EDUCATION,
AND WORK DISCIPLINE ON SERVANTS JOB PERFORMANCE**
(Case Study of Class I Harbour-Master and Port Authority Office of Tanjung Emas Semarang)

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ABSTRACT

This research was aimed to prove the influence of leadership style, work environment, education, and work discipline on servants job performance of Class I Harbour-Master and Port Authority Office of Tanjung Emas Semarang). Through sensus sampling, all of 128 servants were selected as respondents. Through hypothesis testing, leadership style did not influence servants job performance. Then, work environment positively influenced servants job performance. Education positively influenced servants job performance. The last, work discipline influenced servants job performance positively.

Keywords : Leadership Style, Work Environment, Education, Work Discipline, and Servants Job Performance.

PRELIMINARY

Today, progress in trade and industry in Indonesia moves rapidly inline with current globalization. As a consequence, the level of competition among companies and even among countries is occurring more stringently. Therefore, the good performance of human resources are needed. Each company must assess their employees' performance. The performance assessment should provide an accurate description. For the goal, the assessment mechanism should be work-related, practical, guided by clear standards, and it also should use some reliable parameters. The performance appraisal is defined as a procedure that includes: (1) the work standard setting (2) the actual assessment of work productivity of employees in relation to these standards.

Some aspects related to optimum employee's performance are unappropriate education, low work discipline, and uncondusive work environment. Another is bad role of manager and his unresponsive attitude and unclear command (Moekijat, 1991: 30). Figure of leader is able to influence job satisfaction, safety, quality of work life and especially the level of achievement. Ability and skills possessed by a leader in providing guidance is important factor that are determining the effectiveness of managers (Robbins, 2002: 163).

There are some styles that may be displayed by a leader. Leadership style can be defined as a pattern of behavior that is designed to integrate organizational goals to individual goals in achieving certain goals (Flippo, 2001). Empowering leadership style will create comfort for the employees to work hard (Behlin & Mc Fellin, 1996). The leadership style will inspire employees trust in doing their work because the leader gives significant trust to the employees to complete the task. Then, empowering leadership style is linearly going to delegate some duties to employees. Indicators of success will be designed by employees with leader or top manager approval. An employee or worker will be able to measure his ability then combined with work that will result better performance Ruky (2003). Leaders may perform different leadership styles and it does not mean that a leadership style is better or worse than others.

An employee can not be disassociated from the dynamics of circumstances beyond her. Under conditions of a pleasant working environment, someone will get a working situation at work that directly and indirectly will affect the performance of employees. A leader will try to pay attention and fulfill the demands of the above is to create a pleasant working environment, so hopefully it will improve performance for its employees.

The performance of organization can not be separated from the achievements of each employee (Ruky, 2003). Improvement of mastery of knowledge are needed so the quality of employees can be continued, improved, and to be able to perform the task well. Staff coaching is directed to improve the quality of human resources in order to perform attitude and behavior of the core devotion, honesty, responsibility, discipline, work and authority so that it can improve performance.

These conditions is realized in the discipline of an employee and it will influence labor productivity, so every employee can complete the duties. Harbour-Master and Port Authority Office of Tanjung Emas Semarang as one of the institutions engaged to give excellent service on marine transportation, employees performance is very important because the performance will not only influence the number of services to increase profits but it will also influence the quality of service in which it will determine the satisfaction and trust.

Based on short description above, some research problems formulated were:

1. Do leadership style, work environment, education, and work discipline influence servants job performance simultaneously?
2. Does leadership style, work environment, education, or work discipline influence servants job performance partially?
3. Which factor influences most job performance?

Hypothesis Development

Several hypothesis formulated in this study were:

1. **H1** : Positively, leadership influences servants job performance.
2. **H2** : Positively, work environment influences servants job performance.
3. **H3**: Positively, education influences servants job performance.
4. **H4**: Positively, work discipline influences servants job performance.

Methods of Research

In this study, primary data collected from questionnaire distribution, direct observation, and interview were main endorser of research. The population of research were 128 servants of Class I Harbour-Master and Port Authority Office of Tanjung Emas. They were also selected as samples through census sampling. Quantitative analysis method was applied here through questionnaire distribution to all respondents.

DISCUSSIONS

First of all, classical assumption test was conducted to ensure data quality. In this case, first test was normality test. Based on data analysis, asymp.sig score was 0,550. It indicated that normality criteria was fulfilled because the score was more than 0,05. Afterward, multicollinearity test was conducted to ensure the absence of inter variable correlation. Based on the test, tolerance score was more than 0,01 dan VIF score was less than 10. So, multicollinearity effect was not detected.

The last classical assumption test conducted was heteroskedasticity test. The dots were spread randomly and they did not perform a certain pattern under and over 0 at Y axis. It indicated that heteroskedasticity effect was not detected. Then, multiple regression analysis for the data was performed by regression equation below:

$$Y = 0,413 + 0,166X_1 + 0,206X_2 + 0,193X_3 + 0,348X_4.$$

The constant score of 0,413 and it was positive indicated that if leadership style, work environment, education, and work discipline were constant, job performance of servants was constant, too. Regression coefficient of leadership style of 0,166 meant that the better leadership style perceived by servants, the better job performance.

Later, regression coefficient of 0,206 for work environment indicated positive influence. The better work environment perceived by servants, the better job performance. Then, regression coefficient for education was 0,193. It meant that the better education occupied by servants, the better job performance. The last, regression coefficient of 0,348 indicated that the better discipline performed by servants, the better job performance.

The goodness of fit test was conducted by F-test. Significance probability score for leadership style, work environment, education, and work discipline was 0,005 and it was less than significance level of 0,05. Therefore, the goodness of fit criteria was fulfilled. The model was valid to be applied.

To ensure the ability of leadership style, work environment, education, and work discipline to explain the value of job performance, determinant coefficient (adjusted R squared) was calculated. Its score was 0,213. It meant that only 21,30% could be explained by the four independent variables.

Hypothesis Testing

The influence of Leadership Style on Servants Job Performance

From data analysis process, the significance probability score for leadership style was 0,07. It was more than significance level of 0,05. Therefore, first hypothesis was rejected. Leadership style did not influence job performance.

The Influence of Work Environment on Servants Job performance

For work environment, the significance probability score was 0,028. It was less than significance level of 0,05. Thus, second hypothesis was accepted. It was right that work environment influenced servants job performance positively.

The Influence of Education on Servants Job Performance

Based on calculating process conducted, the significance probability score for education was 0,031. It was less than significance level of 0,05. Therefore, third hypothesis was supported. Education was able to influence job performance positively.

The Influence of Work Discipline on Servants Job Performance

For work discipline, the significance probability score was 0,000. It was less than significance level of 0,05. Therefore, fourth hypothesis was accepted. It was right that work discipline influenced job performance positively.

CONCLUSIONS

After hypothesis testing was conducted, some conclusions were presented. They were:

1. Leadership style did not influence job performance of Harbour-Master and Port Authority Office of Tanjung Emas servants.
2. Work environment influenced job performance of Harbour-Master and Port Authority Office of Tanjung Emas servants positively.
3. Education influenced job performance of Harbour-Master and Port Authority Office of Tanjung Emas servants positively.
4. Work discipline influenced job performance of Harbour-Master and Port Authority Office of Tanjung Emas servants positively.

Managerial Implications

From research conclusions above, some managerial implications were formulated. They were:

1. Simply, leadership style did not influence job performance of Class I Harbour-Master and Port Authority Office of Tanjung Emas servants. But, it was still an important matter to be managed as well as possible. Whoever who have position as leader in any level, then he should be a good leader. He should learn from antothers and performing the good attitude before his sub-ordinates.
2. Because work environment influenced job performance of Class I Harbour-Master and Port Authority Office of Tanjung Emas servants positively, thus it must be improved to endorse all efforts to increase their job performance.
3. Education influenced job performance of Class I Harbour-Master and Port Authority Office of Tanjung Emas positively. Therefore, the office must try to increase their level of knowledge through education an training. The opportunity to improve their level of education must be given and endorsed and so the chance to increase the knowledge and skills through professional courses.
4. Work discipline influenced job performance of Class I Harbour-Master and Port Authority Office of Tanjung Emas positively. In this case, the better discipline then the better job performance. Thus, the discipline level of

servants must be kept as well as possible. Beside through all rules validated based on government regulations, it must be done through office rules in detail descriptions.

Suggestions for Future Research

Several suggestions for future research proposed were:

1. Another factors or variables must be elaborated because the score of Adjusted R squared was still very low.
2. Interview must be conducted more detailly and better in order to get the clearer information from respondents.
3. The future research should be conducted in wider scope of another Class I Harbour-Master and Port Authority Office beside the present location.

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