

Improving the Effectiveness of Employee Performance: the Value of a Series of Influence Factors

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The main aim of this study was to understand factors that influence employee performance and provide empirical evidence as to whether employees' performance is affected by the mediating role of the work environment, leader behaviour, and organisational communication in this effect. Employee performance is the value of a series of employee behaviours that contribute positively to the achievement of organisational goals. Data were collected through the use of a questionnaire from 85 employees working at the Education Local Administration Office of East Jakarta City in East Jakarta. Samples were taken using the simple random sampling technique — survey methods and using path analysis to test the hypotheses. The results of this study indicated that as long as employees are required with their positive atmosphere of the work environment and as long as they identify the responsibility with positive leader behaviour, and lead with the excellent organisation communication, which in turn influences the overall performance of the organisation.

Key words: *Employee performance, leader behaviour, organisational communication, work environment, path analysis.*

Introduction

Every organisation needs employees as movers in order to achieve goals both in the public and private sectors (Inuwa, 2016; Muda, Rafiki, & Harahap, 2014). Likewise, the department of education requires employees in the work process to face global challenges. An employee is someone who works in an organisation (Mohammadi, 2018). Through employees,

organisational goals can be achieved. This shows that the government needs particular employees who have the main task in managing education. The government needs people who are able to manage education well so that educational goals are achieved (Luarn & Huang, 2009).

Civil servants, according to Law number 43 of 1999 concerning the amendment to Law number 8 of 1974 concerning matters of staffing, are citizens of the Republic of Indonesia who has fulfilled the specified conditions, appointed by authorised officials and assigned tasks in a state office, or entrusted with the duties of another State, and is paid based on the applicable laws and regulations. Civil servants based on Article 2 paragraph (2) of Law Number 43 of 1999, consist of central and regional government workers. As a state apparatus that is given the trust to regulate and manage education, civil servants are required to have a high quality of work-life and performance in order to meet the goals of education. In addition, employees have an important role in the progress or failure of an organisation (Raptou, Stamatis, & Raptis, 2017). Usually, the performance of an organisation can be seen from the performance of employees or human resources within the organisation itself (Nzuve & Njambi, 2015).

Performance is the extent to which work is done well or poorly. Good or bad performance achieved by employees depends on several factors that influence it (Rorong, 2016). That there is still a lack of employees' sense of responsibility for the work given by the leadership so many jobs are too late to be done by employees in the office (Khan et al., 2015). The work environment has an important role in achieving employee work results. An adequate working environment is certainly more able to improve its performance because the conditions of the work environment provide an atmosphere conducive to work performance (Daud, Holian, & Zhang, 2014). A work environment that is not conducive will result in many civil servants being absent. In addition, there is innumerable unemployment because the workload of civil servants is not commensurate with the number of existing employees. Civil servants who are good performers are usually given more workload by the leaders to a certain condition and will experience boredom with monotonous work. In contrast, those who are bad performers tend to be less trusted to complete heavy and dangerous jobs (Dolly & Nonyelum, 2018). As a result, this group of civil servants will experience under-employment and job loss.

Communication is part of daily human activities as social beings. By communicating, humans can convey what is being felt or wanted. In addition to socialising, communication is also often used to convey information (Raptou et al., 2017). In organisations, it is vital to have effective communication between all members of the organisation (Shonubi & Akintaro, 2016). With effective organisational communication, it is expected that the performance of each employee can be improved (Babatunde, 2015). The leader's behaviour can affect the

performance of its members inside or outside the room because the leader will always be an example or role model for each of its members. If the dreamer is not disciplined and does not do his job properly, it can affect the performance of its members and make members less motivated to work so that the member performance decreases (Burmansah, Rugaiyah, & Mukhtar, 2019).

Theoretical background

Performance

Theories of job performance suggest that the performance domain is multifaceted and that it is likely to include dimensions that are not high or even positively correlated (Pynes & Lombardi, 2002). Performance can formally be defined as the value of a series of employee behaviours that contribute either positively or negatively to the achievement of organisational goals (Colquitt, LePine, & Wesson, 2018).

Job performance is a function of knowledge, skills, abilities, and motivation directed at role-prescribed behaviour, such as formal job responsibilities (Jex & Britt, 2015). Employee performance can be seen from knowledge, skills, abilities, and motivation directed at good employee behaviour such as having good job responsibilities (Armstrong, 2017; Malik, Ahmad, Gomez, & Ali, 2011). The factors that affect performance, among others, were stated by Armstrong and Baron as follows: 1) personal factors, indicated by skill level, possessed competence, motivation, and individual commitment; 2) leadership factor, determined by the quality of drive, guidance, and support by managers and team leaders; 3) team factors, shown by the quality of support provided by co-workers; 4) system factors, indicated by the existence of work systems and facilities provided by the organisation; and 5) contextual or situational factors, shown by high levels internal and external environmental pressures and changes (Baron & Armstrong, 2008). According to Hersey, Blanchard, and Johnson (2012), employee performance can be influenced by factors of leader behaviour, work environment and the existence of effective communication within the organisation.

Leadership Behaviour

In discussing the behaviour of the leader, it is first necessary to understand the nature of the behaviour. Behaviour is always goal-oriented. In other words, the behaviour is driven by the desire to achieve goals. Behaviour is any effort made by someone to influence their subordinates to cooperate in achieving organisational goals. A leader is someone who has the expertise to lead, the ability to influence the founder's opinion of a person or group of people without asking the reasons (Veithal, 2013). Leader behaviour is motivational to the extent that it makes the satisfaction of subordinates' needs contingent on effective performance and



that it complements the environment of subordinates by providing guidance, clarity of direction, and rewards necessary for effective performance (Gibson, 2012; Wulandari, 2019).

Leader behaviour reflects part of the process of leadership, goals are set, roadblocks are removed, people are providing encouragement, and at the same time, these behaviours have an impact upon the attitudes, motivation, and behaviour of the members of the groups (Pierce & Newstrom, 2010). Leader behaviour reflects part of the leadership process, which is tasked with setting goals, removing obstacles, providing encouragement and at the same time leader behaviour can have an impact on the attitudes, motivations, and behaviours of group members including in communicating with colleagues (Evangelinou, Orthodoxy, Kourtesopoulou, & Kriemadis, 2019). All of these leader behaviours can ultimately improve a conducive work environment and employee performance. Based on the discussion of various theories of leader behaviour, it can be concluded that the behaviour of a leader is any effort made by someone to influence subordinates to want to work together to achieve organisational goals. With the following indicators, provision of motivation, provision of clarity, provision of guidance, increase satisfaction, and commitment (Burmansah, Sujanto, & Mukhtar, 2019; Fatayan, Hanafi, & Sari, 2019; Mubarak, 2014).

Work Environment

The work environment in an organisation is very important to consider. The work environment has a direct influence on the employees who carry out their work. A good work environment for employees can improve the performance of these employees (Zainie, Hamid, & Hassan, 2015). Conversely, an inadequate work environment will reduce employee performance. A working environment condition is said to be good or appropriate if humans can carry out activities in an optimal, healthy, safe and comfortable manner. The suitability of the work environment can be seen as a result of a long period of time. Furthermore, unfavourable work environments can require more labour and time and do not support obtaining an efficient work system design (Malik et al., 2011).

The work environment must also be created by effective leader behaviour (Janasz, Dowd, & Schneider, 2018). The work environment is a combination of all workplace conditions, such as issues of health and safety, employee treatment and behaviour, and hours of work. The work environment can influence employee attitudes and perceptions, as well as other performance outcomes. The work environment can occur with a combination of all workplace conditions, such as health and safety issues, medication and worker behaviour and working hours. Furthermore, the work environment can affect employee attitudes and perceptions, as well as employee performance results (Davidson & Fielden, 2003). The work environment needs to be owned by every organisation because it can influence employees in their work and the ability to obtain scarce resources (Jones, 2012). The work environment is



the overall tools and materials faced, the surrounding environment in which a person works, his work methods, and his work arrangements both as individuals and as groups. It means that effective work arrangements, as well as the task of the leader, can influence a conducive work environment (Sedarmayanti, 2001).

The work environment includes the attitudes of employees toward the tasks and their communication with each other and with their supervisors. Each work environment develops a style or work climate, which influences how decisions are made and define typical patterns of interaction at work (Tyson, Jones, & Elcock, 2011). Furthermore, one of management's most significant responsibilities is to provide employees with adequate working conditions and a supportive environment to eliminate or minimise performance obstacles (Byars, Rue, & Ibrahim, 2016). A work environment is a place where work is done. When present at work, the work environment should involve physical geographical location and the surrounding environment (Ripki, 2019). The work environment consists of the system of work, the design of jobs, working conditions and the ways in which people are treated at work by their managers and co-workers. Well-being is achieved when the account is taken in designing the work system and the jobs in the needs of the people concerned. Working conditions need to meet health and safety requirements (Armstrong, 2009).

Organisational Communication

Organisational communication is the process of creating and exchanging problems within a network of interdependent relationships to cope with environmental uncertainty (Goldhaber, 1993). Organisational communication is the process of sending and receiving messages in organisations within formal and informal groups of organisations (Cragan, Wright, & Kasch, 2008). If the organisation is getting bigger and more complex, then so is communication. Formal communication is communication that is approved by the organisation itself and is oriented towards the interests of the organisation. It contains in the form of ways of working within the organisation, productivity, and various jobs that must be done in the organisation, for example, memos, policies, statements, press conferences, and official letters. The informal communication is communication that is socially approved. The orientation is not on the organisation, but rather on individual members (DeVito, 2019).

The organisational communication function consists of (a) communication in certain ways acts to control the behaviour of members of the organisation, (b) communication maintains motivation by explaining to members what must be done, how well their work is done, what can be done to improve performance if the results are not good, (c) communication provides a way out for emotional expression of feelings and to meet social needs, and (d) communication provides the information needed by a person and group to make a decision (Robbins & Judge, 2016).

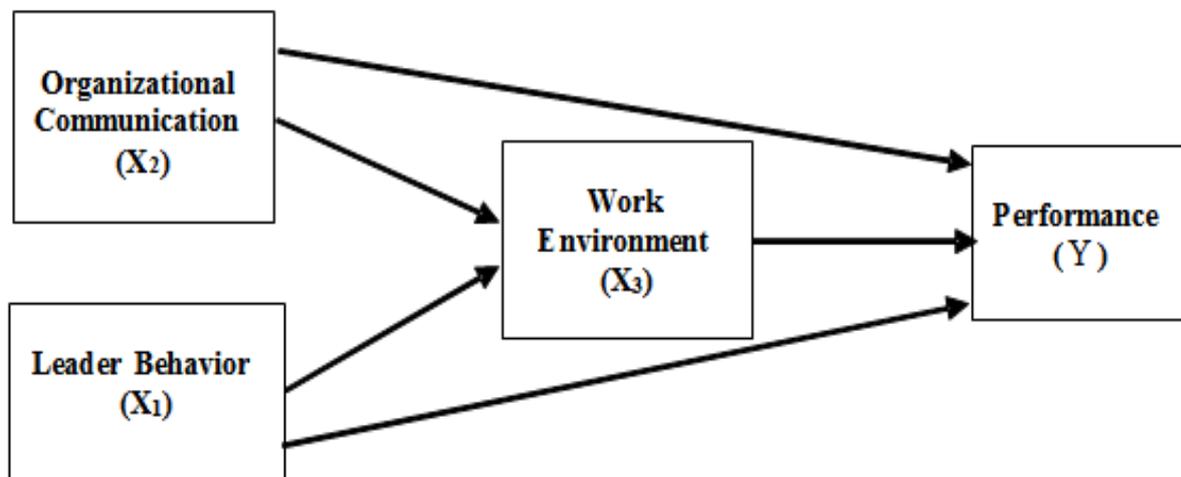
The characteristics of effective communication are: an understanding, pleasure, attitude, good social relations, and actions (Tubbs & Moss, 2002). Communication in organisations can be divided into two parts, namely: formal communication and informal communication (Robbins & Coulter, 2017). Both types of organisational communication are needed to facilitate sending messages from one person to another in realising the goals of the organisation. Based on the direction of the current flow of messages in organisational communication that can be distinguished, there are several forms of organisational communication, namely: downward communication, upward communication, laterally communication or diagonally communication (Robbins & Coulter, 2017).

Method

Research Approach

This research uses the quantitative approach including a survey method with causal techniques. This study analyses the effect of one variable on another (Sekaran, 2016). The variables tested consisted of four variables, namely leader behaviour (X_1), work environment (X_2), organisational communication (X_3), and employee performance (Y).

Figure 1. Path analysis model



Participants

This research was conducted at the East Jakarta local Administration Office of the Department of Education, which is located at Jl. Dr. Soemarno, Penggilingan, Cakung, East Jakarta. This research was conducted from December 2018 to April 2019. The population of this research is all employees in the East Jakarta City Administration Office, consisting of

108 people. The sample in this study was taken using the simple random sampling technique. Researchers used the formula in the opinion of Slovin, which obtained a sample of 85 people.

Data Collections

To obtain data in this research, a questionnaire was used for the four variables: Leader Behaviour (X_1), Organisational Communication (X_2), Work Environment (X_3), and Employee Performance (Y). In collecting research data, questionnaires were used for the variables of leader behaviour, work environment and organisational communication. While the employee performance variable questionnaire was given to respondents of the Head of the Education Office of the East Jakarta City Administration, who became the study sample. All the research instruments have been tested and analysed by the validity test and all the instruments had high reliability. Thus, all the instruments could be used in the research to obtain data. Furthermore, data collected in this study were analysed using descriptive statistical techniques and inferential analysis. Descriptive statistical analysis is used to present data, data size, central size, and size of the distribution.

Data Analysis

Research hypothesis testing is done by the path analysis technique based on the research design that has been described. To determine the effect of each variable, a hypothesis analysis is performed by finding the coefficient of each path from the exogenous variable to the endogenous variable.

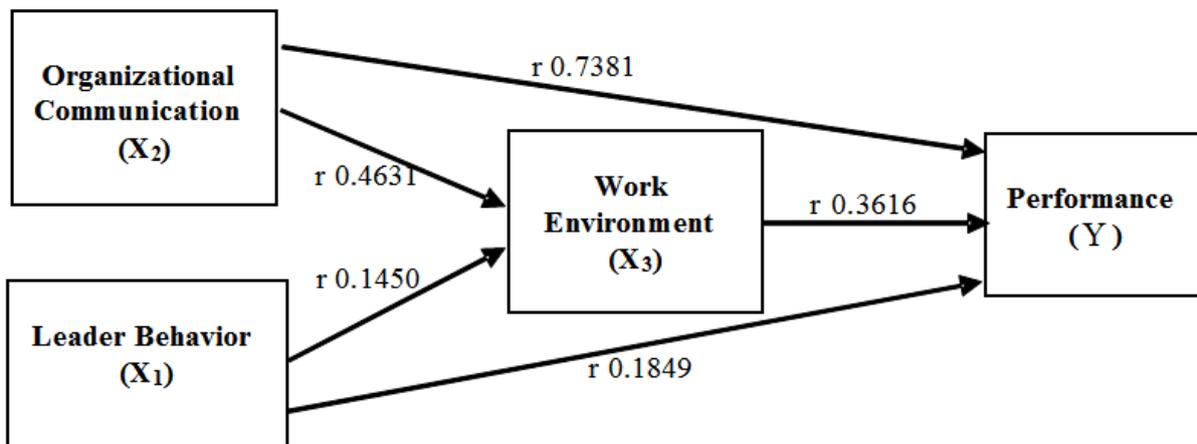
Results

Before testing the model using the path analysis method, as previously explained, the research data has been tested and meets all the necessary requirements. One very important requirement that must be met is the existence of a significant correlation between the variables that are related and related to one another. However, the relationship that has been proven by the magnitude of the correlation coefficient does not conclude that a relationship occurs between these variables. This is based on the understanding that the correlation coefficient is a coefficient that states the degree or degree of relationship between a number of data variables obtained from the field, processed after going through the various tests required so that the next stage is to test the causal model with path analysis.

From the results of the analysis, it can be seen that all correlations between variables are greater than r table with a significance level of 5% with a free degree of 76 of 0.250. This shows that the relationship between research variables Leader Behaviour (X_1), Organisational Communication (X_2), Work Environment (X_3), and Employee Performance (Y) are

significant with $\alpha = 0,05$. The purpose of the path analysis test is to investigate the effect of exogenous variables on endogenous variables so that it can be seen the extent of the influence of exogenous variables on endogenous variables. In this research, the structure of the path analysis model is made: leader behaviour (X_1), work environment (X_2), and organisational communication (X_3) on employee performance (Y). The Influence of employee performance (Y) on organisational communication (X_3), work environment (X_2) and leader behaviour (X_1) can be described as follows:

Figure 2. Path analysis



Hypothesis Testing 1

The hypothesis proposed is that Leader Behaviour (X_1) has a direct positive effect on employee performance (X_4). $H_0: \rho_{41} = 0$; $H_1: \rho_{41} > 0$. Test criteria; reject H_0 if $t_{count} \leq t_{table}$ and accept H_1 if $t_{count} > t_{table}$ at $\alpha = 0.05$. Based on the calculation of the product moment correlation coefficient between leader behaviour and employee performance in the East Jakarta Administrative Office of the Office of Administration, an r-value of 0.7381 was obtained and based on the results of hypothesis testing with the t-test, a t_{count} of 9.967 was obtained for one-party test with $dk = 83$ and the significance level $\alpha = 0.05$ from the list of significance obtained t_{table} or $t_{0.95}$ of 1.989. From these figures, it can be seen that $t_{count} = 9.967 > t_{table} = 1.989$, so it can be concluded that the alternative research hypothesis (H_a) is supported. The result of testing the research hypothesis is $\rho_{41} > 0$, meaning that the path coefficient X_1 to X_4 of 0.7381 is significant at the level $\alpha = 0.05$. In other words, this research shows that there is a positive direct effect between the behaviour of leaders and the performance of employees in the East Jakarta Administrative Office of the Office of Education.

Hypothesis Testing 2

The hypothesis proposed is that the leader's behaviour (X_1) has a direct positive effect on the work environment (X_3). $H_0: \rho_{31} = 0$; $H_1: \rho_{31} > 0$. Test criteria; reject H_0 if $t_{count} \leq t_{table}$ and accept H_1 if $t_{count} > t_{table}$ at $\alpha = 0.05$. Based on the calculation of the product moment correlation coefficient between leader behaviour with employee performance in the Office of Education in East Jakarta City Administration Office, the r-value was 0.4631 and based on the results of hypothesis testing with the t-test, a t_{count} of 9.967 was obtained for one-party test with $dk = 83$ and significance level $\alpha = 0.05$ from the list of significance obtained t_{table} or $t_{0.95}$ of 1.989. From these figures, it can be seen that $t_{count} = 5.567 > t_{table} = 1.989$, so it can be concluded that the alternative research hypothesis (H_a) previously submitted can be accepted. The results of testing the research hypothesis are $\rho_{31} > 0$, indicating that the path coefficient X_1 to X_3 of 0.4631 is significant at the level $\alpha = 0.05$. In other words, this research shows that there is a positive direct effect between the behaviour of leaders and the work environment in the East Jakarta Administration Office of the Office of Education.

Hypothesis Testing 3

The hypothesis proposed is Organisational Communication (X_2) has a positive direct effect on the work environment (X_3). $H_0: \rho_{32} = 0$; $H_1: \rho_{32} > 0$. Test criteria; reject H_0 if $t_{count} \leq t_{table}$ and accept H_1 if $t_{count} > t_{table}$ at $\alpha = 0.05$. Based on the calculation of the product moment correlation coefficient between organisational communication with the work environment at the East Jakarta Administrative Office of the Office of Education, obtained r-value of 0.1450 and based on the results of hypothesis testing with t-test obtained a t_{count} of 9.967 for one-party test with $dk = 83$ and significance level $\alpha = 0.05$ from the list of significance obtained t_{table} or $t_{0.95}$ of 1.989. From these figures, it can be seen that $t_{count} = 2.136 > t_{table} = 1.989$, so it can be concluded that the alternative research hypothesis (H_a) previously submitted can be accepted. The result of testing the research hypothesis is $\rho_{32} > 0$, meaning that the path coefficient X_2 to X_3 of 0.7381 is significant at the level $\alpha = 0.05$. In other words, there is a positive direct effect between organisational communication on the work environment in the East Jakarta Administrative Office's Office of Education.

Hypothesis Testing 4

The hypothesis proposed is organisational communication (X_2) has a direct positive effect on employee performance (X_4). $H_0: \rho_{42} = 0$; $H_1: \rho_{42} > 0$. Test criteria; reject H_0 if $t_{count} \leq t_{table}$ and accept H_1 if $t_{count} > t_{table}$ at $\alpha = 0.05$. Based on the calculation of the product moment correlation coefficient between Organisational Communication and employee performance in the Office of the Education Office of the East Jakarta Administration, obtained based on the results of testing the hypothesis with the t-test that is obtained t_{count} of 1.714 for one-party test

with $dk = 83$ and significance $\alpha = 0.05$ from the distribution list obtained $t_{0.095}$ amounted to 1.663. So $t_{count} > t_{table}$ or $1.714 > 1.663$ so that it can be concluded that the research hypothesis (H_a) submitted previously, was accepted. The result of testing the research hypothesis is $\rho_{42} > 0$, this means that the path coefficient X_3 to X_4 of 0.18487 is significant at the level $\alpha = 0.05$. Therefore, there is a positive direct effect between Organisational Communication and employee performance in the East Jakarta Administration Office of the Office of Education.

Hypothesis Testing 5

The hypothesis proposed is that the work environment (X_3) has a direct positive effect on employee performance (X_4). $H_0: \rho_{43} = 0$; $H_1: \rho_{43} > 0$. Test criteria; reject H_0 if $t_{count} \leq t_{table}$ and accept H_0 if $t_{count} > t_{table}$ at $\alpha = 0.05$. Based on the calculation of the Product Moment correlation coefficient between the work environment and the performance of employees in the Office of Education in East Jakarta Administrative Office, obtained based on the results of testing the hypothesis by t-test that is obtained t_{count} of 3.534 for one-party test with $dk = 83$ and significance $\alpha = 0.05$ from the distribution list obtained $t_{0.095}$ amounted to 1.989. So $t_{count} > t_{table}$ or $3.534 > 1.989$, indicating that the research hypothesis (H_a) is supported. The result of testing the research hypothesis is $\rho_{43} > 0$, this means that the path coefficient X_3 to X_4 of 0.36162 is significant at the level $\alpha = 0.05$. Thus, a positive relationship was seen between the work environment and the performance of employees at the East Jakarta Administrative Office of the Office of Education.

Discussion and Conclusion

Based on the results of this study, it can be concluded that the three variables used in building employee performance, namely: leader behaviour, work environment, and organisational communication can be used as a correct theoretical model. Likewise, to build a conducive work environment, the model with two variables leader behaviour and organisational communication can be used as a correct theoretical model. Even so the positive direct effect on each of the other variables that have not been revealed in this study is effective for the variables in building employee performance. The results of the study of leader behaviour with employee performance can be stated that there is a relationship between leader behaviour with employee performance, which accounts for 54.48%. From the results of these values, if the effective leadership behaviour is improved, employee performance will also increase, and vice versa. This result indicates the positive relationship between leader behaviour with employee performance. This result is in line with previous studies about the positive influence of leadership behaviour on employee's performance (Mubarak, 2014; Nawoseing'ollan & Roussel, 2017; Wang, Tsui, & Xin, 2011). Furthermore, leadership behaviour has a direct influence on other parties in the organisation by influencing the performance of its employees, also influencing in any organisation because it makes

employees feel good and happy about their leaders (Mubarak, 2014). The behaviour leadership will increase to a better understanding to enhance organisational effectiveness and employees' performance (Go & Je, 2015). In addition, if the leadership behaviour goes with optimal function, it can increase and boost employees' performance with good work satisfaction and motivation (Khan et al., 2015; Mohamud, Mohamed, & Mohamud, 2015).

Moreover, the study shows that there is a relationship between the behaviour of leaders and a work environment of 21.4%. From the results of these values, if the effective leadership behaviour is improved, the work environment will also be more conducive, and vice versa, indicating a positive relationship between leadership behaviour and work environment. The previous research also stated that behaviour leadership significantly influenced work environment (Chandra & Priyono, 2015; Li et al., 2019; Taty & Basir, 2016).

The results of research also indicate a relationship between organisational communication with the work environment of 2.1%. if effective organisational communication is carried out, the work environment will also be more conducive, and vice versa, indicating a positive relationship between organisational communication and the work environment. From these results, it can be understood that Employees broadly agree that the employee's work environment is affected by a) noise levels, b) air quality, c) working hours, d) additional quality, e) linkages between employees, and f) clear organisational communication.

The results of this study also show that organisational communication variables have a direct influence with a path coefficient of 0.0342 (3.42%) on employee performance. From these results, it can be understood that employees generally agree that employee organisational communication is influenced by a) upward communication, b) downward communication, c) horizontal communication, and d) informal communication. The results show that: a) the leader behaviour variable has a direct positive effect with a path coefficient of 54.48% on employee performance, b) the work environment variable has a positive direct effect with a path coefficient of 13.08% on employee performance, and c) organisational communication variables have a direct positive effect with a path coefficient of 3.42% on employee performance. Overall, based on the results of this study, the ways to improve employee performance are: by increasing the effectiveness of leader behaviour, effective work environment and improving organisational communication. Based on the results of data analysis, the following conclusions can be drawn:

- a) Leader's behaviour has a direct positive effect on employee performance in the East Jakarta Administrative Office's Office of Education. In other words, the more effective the leader's behaviour, the higher the employee's performance.

- b) Leader's behaviour has a direct positive effect on the work environment at the East Jakarta Administration Office of the Office of Education. In other words, the more effective the behaviour of the leader, the more conducive the employee's work environment.
- c) Organisational communication has a direct positive effect on the work environment at the East Jakarta Administration Office of the Office of Education. In other words, the more effective organisational communication, the more conducive the employee's work environment.
- d) The work environment has a direct positive effect on employee performance in the East Jakarta Administrative Office's Office of Education. In other words, the more effective the work environment, the higher the employee's performance.
- e) Organisational communication has a direct positive effect on employee performance in the East Jakarta Administrative Office's Office of Education. In other words, the more effective organisational communication, the higher the employee's performance.

Based on the research findings, it can be stated that variations that arise in employee performance can be influenced by variations in leader behaviour, work environment, and organisational communication. Therefore, in order to improve employee performance, various efforts to improve effective leader behaviour, work environment, and organisational communication must be included in the strategic planning for the development of education Human Resources (HR), specifically, employee performance in the Tribal Office of the East Jakarta City Administration Education Office. Even so, further research should pay attention to other variables related to employee performance variables. Based on the conclusions of the research, it is necessary to make effort to improve employee performance, because a qualified agency must realise that the existence of the institution is highly dependent on the performance of its employees. In other words, the success of an agency in achieving its goals is largely determined by the performance of employees.

Limitation and Implication

Limitation

As a scientific work, this research has been done as well as possible in accordance with scientific research procedures. However, it was realised that the results obtained did not escape the shortcomings or weaknesses due to existing limitations. Limitations that can be observed and may occur during the study include data collection instruments. They may not reveal all studied aspects, even though they have been previously validated and tested. In addition, limitations are from researchers in compiling tests from instrument statements, so that there are still statements and tests used that indicators and research variables are less revealed



Implication

These findings indicate that there is an influence of leader behaviour, work environment, organisational communication both directly and indirectly on employee performance. The findings of this study also strengthen theories related to research variables, where employee performance is influenced by a variety of variations and exogenous variables such as leader behaviour, work environment, and organisational communication so that it is consistent with the proposed theoretical model. These findings are expected to be an addition or reference to research related to employee performance, particularly research with exogenous variables of leader behaviour, work environment, and relevant organisational or research communication. Based on these findings, then to improve employee performance, it is necessary to pay attention to these three variables, namely leader behaviour, work environment, and organisational communication.



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