



**THE INFLUENCE OF LEADERSHIP STYLE, REWARDS, AND WORK
ENVIRONMENT ON EMPLOYEE PERFORMANCE AT SAMSUNG SERVICE
CENTER SURABAYA BRANCH**

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ABSTRACT

This study aims to test and analyze Leadership Style, Reward, and Work Environment on Employee Performance at the Samsung Service Center Surabaya Branch. Which contains a lack of cooperation between teams and company provisions that are burdensome for employees; thus the thought arises that all these factors are interrelated so that they can affect the performance of employees of the Samsung service center Surabaya branch. This study uses quantitative data by collecting data through employee questionnaires from the Surabaya branch of the Samsung service center as a saturated sample. There are 53 employees who are respondents who are divided into two work divisions: 19 respondents from the operational division and 34 respondents from the technician division. The results of the analysis of this study indicate that partially the variables of Leadership Style, Reward, do not have a significant effect on Employee Performance, while the Work Environment variable significantly affects Employee Performance, the tcount value of each independent variable, namely Leadership Style (X1) is 1.283, Reward (X2) is 1.585, Work environment (X3) is 2.856 and the significance value of each independent variable, namely Leadership Style (X1) is 0.206, Reward (X2) is 0.119, Work environment (X3) is 0.006. However, simultaneously the variables of Leadership Style, Reward, and Work Environment have a significant effect on the Employee Performance variable, the Fcount value is 9.046 with a Ftable value of 2.79 and a significant level of 0.000.

Keywords: Leadership Style, Reward, Work Environment, Employee Performance

A. INTRODUCTION

In today's modern era, the existence of quality human resources is needed. Human resources are the main component of a company that is the planner and active actor in every company activity. The success or failure of a company in achieving the company's vision and mission is largely determined by the performance of its human resources.

The style of the leader that every leader must have, such as integrity of intelligence and broad knowledge, sympathy for employees, and employee performance is the main factor that needs to be considered because it greatly affects the results achieved by the company. To spur employee morale, Harti et al., (2022) companies must meet several criteria through the application of human resource management techniques and the application of concepts that include the role, management, and utilization of employees by providing rewards. A conducive work environment can improve performance, but conversely an inadequate work environment will reduce performance and ultimately reduce employee performance. The work environment includes working relationships formed between fellow employees, working relationships between subordinates and superiors, and the physical environment in which employees work (Utomo et al., 2018).

Problems related to the performance of Samsung service center employees at the Surabaya branch currently lie in the results of employee performance appraisals. Based on previous research, in addition to problems with leadership style, rewards, and the work environment, researchers also found other problems, namely the lack of cooperation between teams and company regulations that are burdensome for employees. Thus, the thought arises

that all these factors are interrelated so that they can affect the performance of Samsung service center employees in Surabaya.

The formulation of the problem in this study is to determine whether the Leadership Style, Reward, and Work Environment partially and simultaneously affect employee performance at the Samsung service center Surabaya branch. (Hidayah et al., 2023)

Based on the formulation of the problems that have been described, this study aims to test and analyze the Leadership Style, Reward, and Work Environment partially and simultaneously affect employee performance at the Surabaya branch of the Samsung service center.

B. LITERATURE REVIEW

Leadership Style

According to Gorda in Artana, (2012) a leader is a person who fosters and mobilizes a person or group of other people so that they are willing, committed, and loyal to carry out their duties and responsibilities in achieving predetermined company goals.

According to Istijanto, (2006) a person's leadership style is generally based on two considerations, namely:

1. Structure-based leadership. Leadership emphasizes the structure of tasks and responsibilities that must be carried out, which includes main tasks, functions, responsibilities, work achievements, and ideas (ideas).
2. Leadership based on consideration. Leadership that emphasizes a leadership style that pays attention to support for subordinates, which includes regulations, work relationships, and ethics.

Reward

According to Koencoro, (2013) a reward is a reward, gift, appreciation, or reward that aims to make someone even more active in their efforts to improve or improve the performance that has been achieved. The reward function, according to Siahaan in Handoko, (2013) is as follows:

1. Strengthen motivation to spur yourself to achieve achievement.
2. Give a sign of someone who has more ability.
3. Universal.

The purpose of rewards, according to Nugroho in Triyanto, (2014) is:

1. Attracting qualified people to join the organization
2. Retaining employees to keep coming to work
3. Encourage employees to achieve high levels of performance.

Work Environment

According to Sedarmayati in Sari (2018) the work environment is the overall tool and material faced, the surrounding environment in which a person works, his work methods, and his work arrangements both as an individual and as a group.

According to Sedarmayati in Sari, (2018) broadly speaking, the type of work environment is divided into two, namely the physical and non-physical work environments. Both types of work environments Hidayah et al., (2023) must always be considered by the organization or company. These two types of work environments cannot be separated. Sometimes organizations or companies only prioritize one type of work environment, but it would be better if both were carried out to the maximum. That way, employee performance can be maximized. The role of a leader is really needed in this case. Leaders must be able to create a good work environment so as to improve employee performance.

Employee Performance

According to Moehariono, (2014) in his book entitled "Competency-Based Performance Measurement", employee performance is the result of performance that can be achieved by a person or group of people in an organization both qualitatively and quantitatively, in accordance

with their respective authorities, duties, and responsibilities, in an effort to achieve the objectives of the organization concerned legally, not against the law, and in accordance with morals or ethics.

Microsoft Excel is a software tool for processing data in the form of numbers in spreadsheets from templates or you can make your own and use formulas or formulas to perform calculations. Making a chart or graphic format in Microsoft Excel makes the presentation of data more interesting. There is also a formula or formula for predicting future trends by processing these numerical data. In addition, we can share files to work together online and in real time so that work is done faster (Microsoft, 2022).

In streamlining work in making reports in Microsoft Excel there is a Macro function to automate repetitive tasks into a button click. The language used for macros is the VBA (Visual Basic Application) programming language which is an object-based programming language and has been embedded in Microsoft Excel. (Binus, 2022) (Pratama et al., 2022).

C. RESEARCH METHODS

Variable of research

1. Independent Variable (X)

a. Leadership Style (X₁)

Leadership style refers to the behavioral approach used by leaders in influencing, motivating, and directing their members. The indicators of leadership style, according to Martoyo in Delti, (2015):

- 1) Analytical Skills
The ability to analyze information used to make and take decisions.
- 2) Skills
Basic abilities that must be honed so that they have the potential for action.
- 3) Listening ability
Leaders who can hear and receive input from subordinates.
- 4) Firmness
Assertive nature of leaders who are able to make decisions quickly and clearly.
- 5) Courage
The nature of courage in making decisions and taking risks in making decisions.

b. Reward (X₂)

A reward is a reward given, either in the form of material or non-material, by the company so that employees work with motivation and achievement to achieve company goals. The reward indicators, according to Sedarmayanti, (2017) are as follows:

- 1) The expected results and objectives of the award
- 2) The level of encouragement of the award affects employee morale.
- 3) Criteria for individuals who are awarded.
- 4) The level of conformity of the award with employee performance.
- 5) Characteristics / form of award.
- 6) The amount of the award given to the employee.
- 7) Award fairness level.
- 8) The extent to which the award has fulfilled a sense of justice to employees.
- 9) Length of time the award is given.
- 10) How long is the award given to the employee.

c. Work Environment (X₃)

The work environment is the environment where employees do their daily work (Mardiana, 2005). With indicators that have been conveyed by Sedarmayanti, (2017) as follows:

- 1) Cleanliness
The cleanliness of the work environment affects employee health.
- 2) Air circulation and temperature
Air ventilation in the workspace helps the air circulation process properly, and room temperature affects the comfort of employees working.
- 3) Lighting
Workroom lighting helps facilitate employee work activities.
- 4) Decoration and color
Regarding the workspace, the layout, color, and work equipment, as well as the color arrangement of the room decoration, affect the feelings of employees.
- 5) Music
Music listened to in the workplace affects work concentration.

2. Dependent Variable (Y)

The dependent variable in this study is Employee Performance (Y) at the Samsung service center company, Surabaya branch. Indicators of employee performance, according to Bangun, (2012) are:

- a. Amount of work
The amount of work produced by an employee based on the target that has been given.
- b. Quality of work
A result that can be measured by the effectiveness and efficiency of a job done by an employee.
- c. Timeliness
Whether or not the time to complete the work is in accordance with the planned target time.
- d. Attendance
The number of attendance of employees in the workplace.
- e. Cooperation ability
The ability of employees to work together in a team to achieve company goals.

Data source

In this study, Arifin et al., (2023) the data was obtained using descriptive quantitative data by taking primary data obtained through a survey method using a questionnaire distributed to respondents.

In this study, the population is all employees who work in the Samsung service center Surabaya branch office with permanent employee status, with the number of employees in the technician division being 34 people and the operational division being 19 people, for a total of 53 employees. By using a Likert scale for the questionnaire.

D. RESEARCH RESULTS AND DISCUSSION

Hasil Uji Regresi Linear Berganda

In this study, we used multiple linear regression analysis to determine how much influence the independent variables, namely leadership style (X1), reward (X2), and work environment (X3) have on the dependent variable, namely employee performance (Y) as follows:

Table 1
Multiple Linear Regression Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.611	2.924		1.919	.061
gaya kepemimpinan	.145	.113	.177	1.283	.206
reward	.188	.119	.228	1.585	.119
lingkungan kerja	.387	.135	.358	2.856	.006

a. Dependent Variable: kinerja karyawan

Source: Results of Primary Data Processing with SPSS 23

Based on table 1 multiple linear regression analysis using SPSS version 23, the following results are obtained:

$$Y = 5.611 + 0.145 X1 + 0.188 X2 + 0.387 X3 + e$$

The results of the multiple linear regression equation show the relationship between the independent variable and the dependent variable partially, so it can be said that:

1. The constant value is 5.611, meaning that if there is no change in the variables of leadership style, reward, and work environment (the value of X1, X2, and X3 is 0) then employee performance at the Samsung service center Surabaya branch is 5.611 units.
2. The regression coefficient value of Leadership Style is 0.145, meaning that if the Leadership Style variable (X1) increases by 1 unit, then employee performance will increase by 0.145 units, assuming that other independent variables are constant.
3. The regression coefficient value of Reward is 0.188, meaning that if the Reward variable (X2) increases by 1 unit, employee performance will increase by 0.188 units, assuming that the other independent variables are constant.
4. The regression coefficient value of Work Environment is 0.387, meaning that if the Work Environment variable (X3) increases by 1 unit, employee performance will increase by 0.387 units, assuming that the other independent variables are constant.

Uji Parsial (Uji t)

The t test in this study was carried out using the t statistical test. Partially independent variables are said to have a significant effect on the dependent variable if they have a tcount value greater than the t table or a significance value smaller than 0.05. The complete Partial Test Results (t test) can be seen in Table 2 below:

Table 2
Results of t test (Partial)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.611	2.924		1.919	.061
gaya kepemimpinan	.145	.113	.177	1.283	.206
reward	.188	.119	.228	1.585	.119
lingkungan kerja	.387	.135	.358	2.856	.006

a. Dependent Variable: kinerja karyawan

Source: Results of Primary Data Processing with SPSS 23

Based on table 2 of the Partial Test results (t test). the tcount value of each independent variable, namely Leadership Style (X1) of 1.283, Reward (X2) of 1.585, Work environment (X3) of 2.856 and the significance value of each independent variable, namely Leadership Style (X1) of 0.206, Reward (X2) of 0.119, Work environment (X3) of 0.006. So it is said that variables of Leadership Style (X1) and Reward (X2) do not have a significant effect on the Employee Performance variable (Y) this is because the tcount value of each of these variables is smaller than the ttable value (2.006).

So, it is said that partially the Leadership Style (X1) and Reward (X2) variables do not have a significant effect on the Employee Performance variable (Y). This is because the tcount value of each variable is smaller than the ttable value (2,00958) and the significance value of each variable is greater than 0.05. While partially the Work Environment variable (X3) has a significant effect on the Employee Performance variable (Y) this is because the tcount value of the variable is greater than the ttable value (2,00958) and the significance value of the variable is smaller than 0.05.

Uji Simultan (Uji F)

The independent variable is simultaneously said to have a significant effect on the dependent variable if it has an Fcount value greater than Ftable or a significance value smaller than 0.05. The complete Simultaneous Test Results (F Test) can be seen in the following table:

Table 3
F Test Results (Simultaneous)

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	82.933	3	27.644	9.046	.000 ^b
	Residual	149.747	49	3.056		
	Total	232.679	52			

a. Dependent Variable: kinerja karyawan

b. Predictors: (Constant), lingkungan kerja, gaya kepemimpinan, reward

Source: Results of Primary Data Processing with SPSS 23

The F test in this study was carried out using the F statistical test. Independent variables are simultaneously said to have a significant effect on the dependent variable if they have an Fcount value greater than Ftable or a significance value smaller than 0.05.

Based on table 3, the Fcount value is 9.046 with a Ftable value of 2.79. So, the Fcount > Ftable value and a significant level of 0.000 < 0.05 So it can be said that the variables of Leadership Style (X1), Reward (X2), Work Environment (X3), simultaneously have a significant effect on Employee Performance (Y).

Discussion of the Research Results

1. Leadership Style, Reward, and Work Environment partially affect employee performance.

Based on the H1 hypothesis test conducted, it can be seen that the effect of each independent variable partially affects the dependent variable. The results of proving the H1 hypothesis are as follows:

a. Leadership style has no significant effect on employee performance.

The test results of hypothesis H1 show that Leadership Style has a positive effect on Employee Performance and is not significant to Employee Performance. Although the Leadership Style does not have a significant effect, it must be considered by the leadership to direct human resources, in this case by encouraging employees to be able to further improve their performance in carrying out their duties and responsibilities. Because a leader must be able to become a role model for subordinates. So, that he can run an organization properly to achieve the vision and mission of serving consumers.

In this study, leadership style does not have a significant effect on employee performance because employees who work at the Surabaya branch of the Samsung service center tend only to meet basic material needs, so the presence or absence of a leadership style applied by the leader is not important in improving employee performance.

b. Reward have no significant effect on employee performance.

Reward or appreciation can be a tool for companies in solving problems related to managing workers and is one of the tools to motivate workers. If people feel that there is a high probability that a good performance will receive a reward based on good performance, people's motivation to try to achieve predetermined goals will be high. Vice versa, if there is a low probability of a performance getting a reward, then the motivation of people to achieve the goals that have been set will be low as well. The test results of hypothesis H1 show that in this study, reward has no significant effect on employee performance because employees who work at the Surabaya branch of the Samsung service center tend to only think about the work completed according to the target given, so most employees do not think about completing work beyond the target given by the company. So that the presence or absence of rewards provided by the Surabaya branch of the Samsung service center is not important in improving employee performance.

c. Work Environment has a significant effect on employee performance.

The test results of hypothesis H1 show that the Work Environment has a positive and significant effect on Employee Performance. A conducive work environment can affect employee morale and vice versa, so in this study, the Work Environment has a positive and significant effect. Because the condition of the Work Environment at the Samsung service center Surabaya branch is very conducive so that it affects employee comfort while working.

2. Leadership style, Reward, and Work Environment simultaneously affect employee performance.

Based on the results of testing the H2 hypothesis, it can be seen that all independent variables simultaneously have a significant effect on the dependent variable. This means that this study can prove that Leadership Style, Reward, and Work Environment simultaneously affect employee performance.

This means that it shows that the employees of the Samsung service center Surabaya branch think that if the employee's overall performance is good, it can be influenced by the factors of Leadership Style, Reward, and Work Environment.

E. CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of research and discussion, the following conclusions are obtained:

1. Partially, the variables of leadership style (X1) and reward (X2) have no significant effect on employee performance (Y) because the tcount value of each variable is smaller than the ttable value (2.00958) tcount value of leadership style (1.283) and reward (1.585). While the significance value of each variable is greater than (0.05) the significance value of Leadership style (0.206) and Reward (0.119). The Work Environment variable (X3) significantly affects Employee Performance (Y) because the tcount value of the variable is greater than the ttable value (2.00958) the tcount value of the Work Environment (2.856) and the significance value of the variable is less than (0.05) the significance value of the Work Environment (0.006).
2. Simultaneously the variables of leadership style (X1), reward (X2), and work environment (X3) significantly affect employee performance (Y) because the Fcount value is 9.046 with a Ftable value of 2.79 so that the Fcount > Ftable value, and a significant level of $0.000 < 0.05$. From this value, it can be concluded that all independent variables in this study simultaneously affect the dependent variable..

Suggestion

1. Advice for leader of the Samsung service center Surabaya branch

For the leadership of the Samsung service center Surabaya branch, continue to maintain the way before making decisions, always digging up detailed information first by discussing with employees, always paying attention to the ideas and input submitted by employees, as well as being firm and brave in taking risks from the decisions made. Leaders are expected to improve the form of employee performance appraisal by considering the weight of work and the work environment when giving rewards to employees so that rewards can be given to employees who should get them.

2. Suggestions for Further Researchers

For the leadership of the Samsung service center Surabaya branch, continue to maintain the way before making decisions, always digging up detailed information first by discussing with employees, always paying attention to the ideas and input submitted by employees, as well as being firm and brave in taking risks from the decisions made. Leaders are expected to improve the form of employee performance appraisal by considering the weight of work and the work environment when giving rewards to employees so that rewards can be given to employees who should get them.

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