

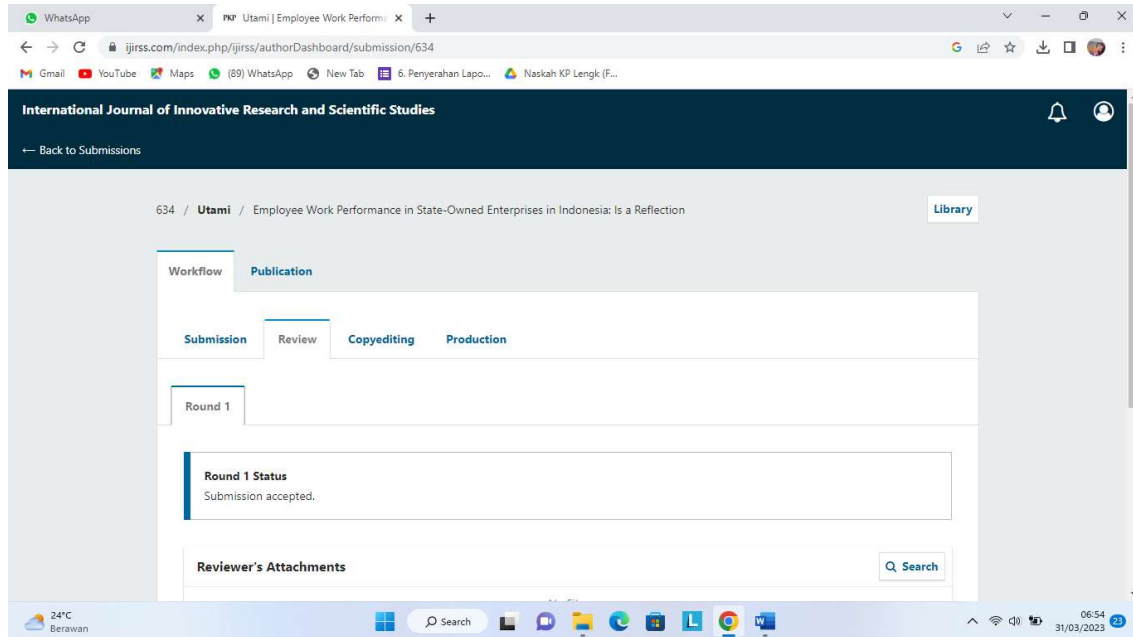
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Endah Utami¹, Sigit Handoyo², RR Yoekhiana Agistaputri Setiyo Negoro³, Wirawan Hardinto⁴

(Email: endah.utami@usd.ac.id)

Abstract

The quality of the performance of State-Owned Enterprises (SOEs) in Indonesia is currently in the spotlight because it is considered unsatisfactory. The quality of this organization's performance is inseparable from the level of quality of the performance of the organization's employees. There are several factors that can affect the quality of employee performance achievement that can support the achievement of organizational performance quality. This study examines what factors affect employee performance in a state-owned enterprises in Indonesia including leadership style, work discipline, work motivation and work environment. Data collected by distributing questionnaires and processed using Multiple Linear Regression. The results of this study indicate that only achievement-oriented leadership style and work motivation have a positive and significant effect on employee performance. However, work discipline and work environment have no effect on their performance. The implication of this research is that the SOEs should assess the achievement of employee in terms of the quality of work so that customer complaints will be suppressed.

Keywords: Employee performance, Leadership style, Work discipline, Work environment, Work motivation.

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2. Literature Review

2.1. Motivation Theory

According to Herindja [23] there are several theories of work motivation, namely: the first theory is Maslow's Hierarchy of Needs-Theory which states that basically humans have basic needs in five levels. Starting from the biological needs (hunger, thirst, rest, etc.) where this need is a very basic need and people will spend all their ability to meet these needs. The second level is the need for security, which includes a sense of security and protection, away from all dangers. The third level is the need for love and belonging, which means affiliation with others. The fourth level is the need for appreciation, namely achievement, competence, and getting support and recognition. The last level is the need for self-actualization, which is getting self-satisfaction and realizing one's potential. This require is the most noteworthy pecking order of needs related to the method of creating the genuine potential of an individual.

The second theory is Theory X and Y which says that there are two human views, namely theory X (negative) and theory Y (positive). According to theory X, there are four assumptions held by supervisors, to be specific workers intrinsically disdain work, workers do not like their work, they must be administered or threatened with discipline to realize objectives, employees will avoid responsibility. While there are four positive views of the human view in theory Y, namely employees can view cooperation appropriately, individuals will work out self-direction and self-control on the off chance that they are committed to objectives, normal individuals will acknowledge obligation, and the capacity to create inventive choices.

The third theory in work motivation is ERG Theory, has three groups, namely Existence, Relatedness, Growth. This theory reveals that in addition to the process of progress of satisfaction there is also a process of decision reduction, i.e. if a person continuously leads to reduction efforts because it causes efforts to meet lower needs.

The fourth theory is the Two-Factor Theory, better known as the "Two-Factor Model", namely the motivational factor and the hygiene factor. Agreeing to this theory, what is implied by motivational components are things that energize accomplishment that are inherent in nature, beginning inside an individual. While what is meant by hygiene are factors that are extrinsic in nature, sourced from outside a person. Motivational components incorporate one's work, success accomplished, development openings, head way in career and acknowledgement from other. While the hygiene factor is a person's status in the organization, the relationship of a person with his boss, a person's relationship with his co-workers, organizational approaches, authoritative frameworks within the organization, working conditions and the appropriate compensate framework.

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The next theory is Vroom's Motivation Theory explains why someone will not do something he believes he can't do, even though the results of the work he can really want. Concurring to Vroom, the level of motivation of an individual is decided by three components, to be specific desires of success on an assignment, an appraisal of what will happen in case effective in doing an errand, and the reaction to results such as positive, unbiased, or negative sentiments.

The sixth theory is the Three Needs-Theory stating that everyone has three types of needs, namely the need for achievement. In this type of need explains that employee will pursue personal achievements rather than rewards for success). The second type of need is the need for power. This type of need explains that there is a strong desire to control others, to influence others, and to have an impact on others) and the third type of need is affiliation needs. This type of need explains that people who seek friendship, want to be liked and accepted by others, prefer cooperative situations over competitive situations and seek to avoid conflict).

2.2. Path Goal Leadership Theory

Path Goal Theory is a theory that was first proposed by Martin Evans in 1970 which was later developed by Robert House in 1970 and underwent revision in 1996 [24]. This theory was developed by Robert House in Robbins [25] which states that the task of a leader is to assist followers in achieving their goals and to provide direction or support to ensure that their goals are in accordance with the overall goals of the organization. [This theory is best described as a process of leaders choosing a certain leadership style based on the needs of workers and the work environment, so that leaders can bring workers to the expected goal (Northhouse, 2013 in Ridho [24]). Path Goal Theory basically assumes that the leader can change his leadership style according to the situation needed and the leader is assumed to be flexible in terms of decision making [24]. According to Dixon and Hart (2010: 55) in Farhan (2018) Path Goal Theory allows leaders to "clarify and provide direction for followers, help remove obstacles, and provide encouragement and rewards for goal achievement"

2.3. Definition of Leadership

Oke, et al. [26] said that leadership has been seen as a social process that occurs where a leader can influence the behaviour of subordinates or followers so that the desired organizational goals can be met. Dubrin [27] in Brahmasari and Supriyento [12] suggested that leadership is an effort to influence many people through communication to achieve goals. It is also how to influence people with instructions or orders, actions that cause others to act or respond and cause positive change, dynamic forces motivate and coordinate the organization in achieving goals and the ability to be able to create confidence and support among subordinates so that organizational goals can be achieved. A leader cannot control an organization without good cooperation with his subordinates [28].

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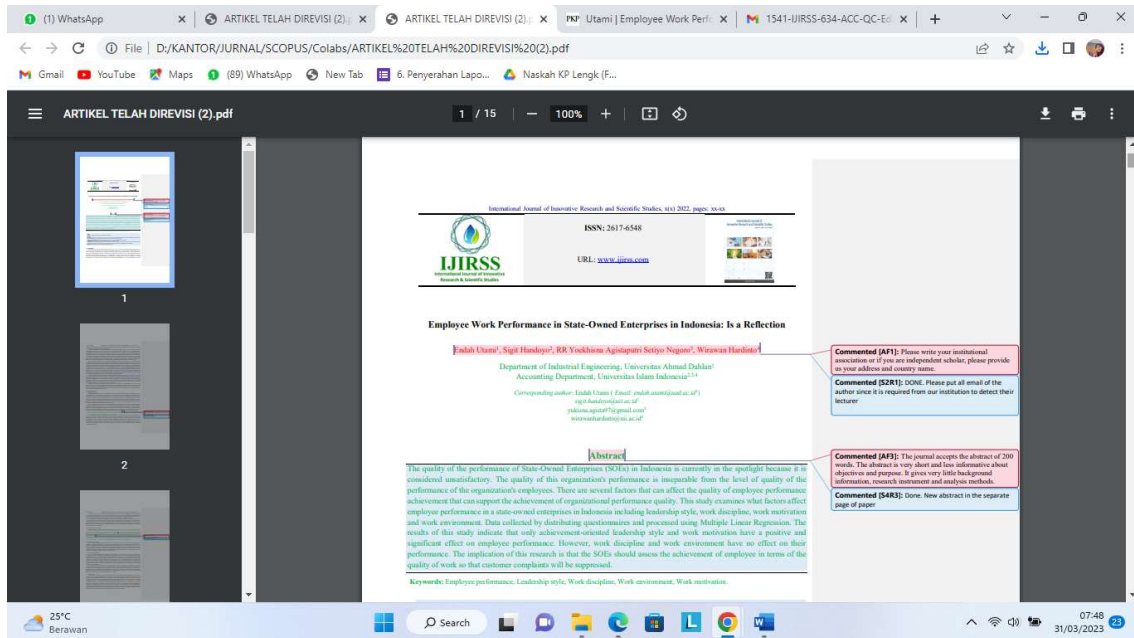
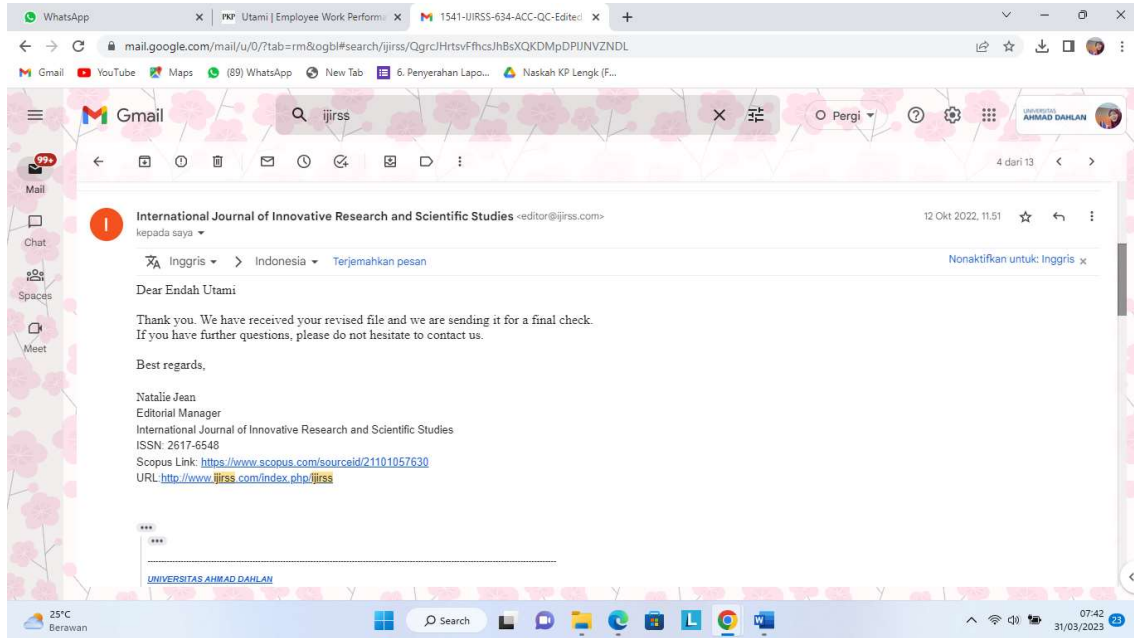
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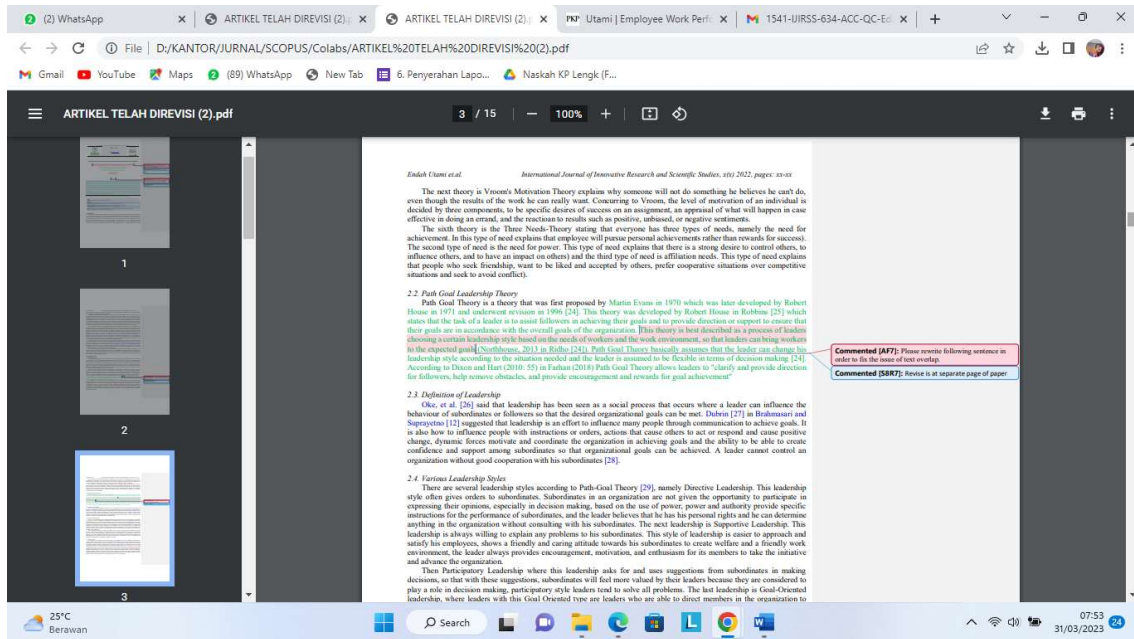
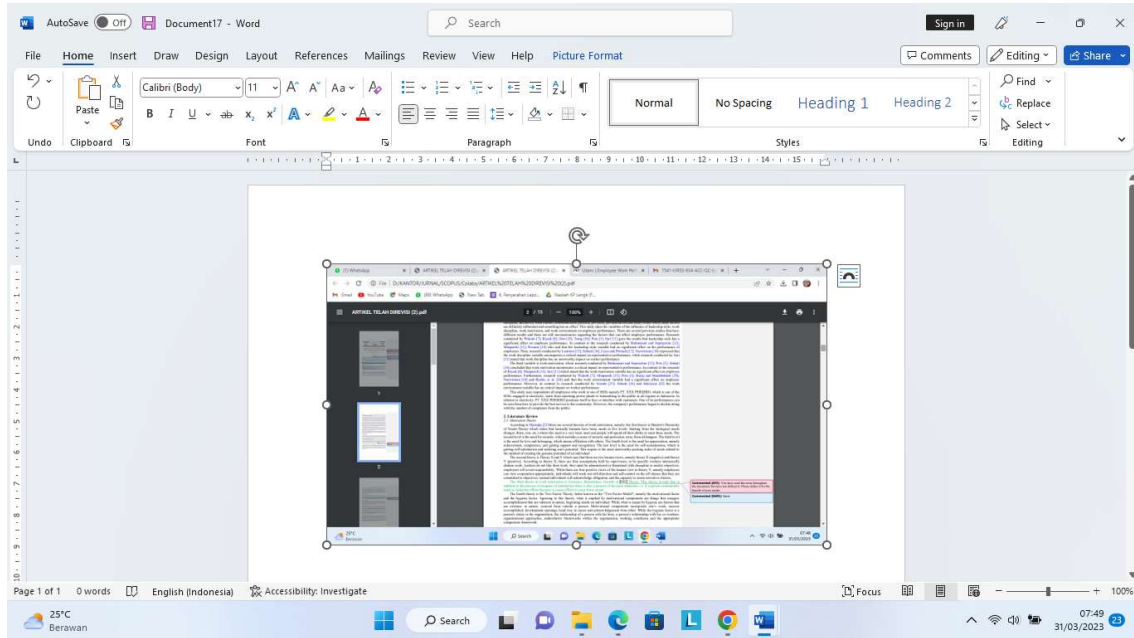
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4.10. Multicollinearity Test
Statens [47] said that the multicollinearity test was used to determine whether the regression model found a correlation between independent variables. Ghazali [48] said that the multicollinearity test can be used in 2 (two) ways, namely by looking at the Variance Inflation Factors (VIF) and Tolerance Value. If $VIF > 10$ and tolerance value < 0.10 then multicollinearity symptoms occur.

4.11. Heteroscedasticity Test
According to Ghazali [48] the heteroscedasticity test serves to test whether in the regression model there is a difference in the variance of the residuals between one observation to another. This test is done by looking at the significance value. If the significance value is $> 5\%$ or 0.05 , it can be said to be homoscedastic and if the significance value is $< 5\%$ or 0.05 , it can be said to be heteroscedastic [48].

4.12. Hypothesis Testing
4.12.1. Multiple Linear Analysis (Multiple Regression Analysis)
The analytical method used in this study is a multiple linear model which serves to measure the strength of the relationship between two or more variables, and to show the direction of the relationship between the dependent variable and the independent variable that must pass previously in the classical assumption test.

4.13.1. t Test
The t distribution statistical test is used to determine whether the independent variable affects the dependent variable individually using a significance level of 0.05. If the significance value shows < 0.05 and the regression coefficient is in accordance with what is predicted, then H_0 is accepted and vice versa if the significance value is > 0.05 and the regression coefficient is not appropriate, then H_0 is rejected [50].

4.14. F Test
This test is used to assess the feasibility of the model. The F test is carried out by looking at the significance and value of F. The level of significance in this test is 5% or 0.05. If the probability value is significant > 0.05 , it means that the hypothesis is not accepted and the regression model cannot be used to predict the dependent variable. On the other hand, if the probability value is significant < 0.05 , the hypothesis is accepted and the regression model can be used to predict the dependent variable [48].

5. Findings and Discussion
5.1. Data Collection Results
The method of data collection in this study was carried out by giving questionnaires to all research respondents, namely employees at PT. XXX PERSERO. This study collects data as many as 77 respondents obtained by distributing directly to agencies.

Table 1. Respondent Classified by Gender.
Source: Primary Data processed, 2020.

5.2. Descriptive Analysis
Table 1. Displaying the classification of respondents in research by gender. It shows that the respondents in this study are male as many as 70 respondents or 90.89% and female as many as 7 respondents or 9.09%.

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The result reliability test uses the Cronbach Alpha technique can be shown on table 6. The reliability test is divided into levels with the criteria if 0.8 to 1.0 then the reliability is good, if 0.6 to 0.799 then the reliability is accepted while if it is less than 0.6 then the reliability is not good. The results of the research on the reliability test showed that all independent variables and dependent variables were reliable. The results of the reliability test on the leadership style variable are 0.841, work discipline is 0.842, work motivation is 0.617, work environment is 0.768 and employee performance is 0.755.

Table 6. Result of reliability test.

Variable	Cronbach Alpha	Result
Leadership Style (V1)	0.841	Reliable
Work Discipline (V2)	0.842	Reliable
Work Motivation (V3)	0.617	Reliable
Work Environment (V4)	0.768	Reliable
Employee Performance (V5)	0.755	Reliable

5.9. Classic Assumption Test
5.9.1. Normality Test
In this study to test the data is normal or not, using the Kolmogorov-Smirnov test tool. The results of this study, based on table 7, stated a significance of 0.2 so that it can be said that the above data is normally distributed.

Table 7. Result of normality test.

One-Sample Kolmogorov-Smirnov Test	Unstandardized Residual
N	77
Normal Parameters ^a	Mean = 0.000000 Std. Deviation = 1.54400000
Most Extreme Differences	Absolute = 0.0711 Positive = 0.0711 Negative = -0.57
Test Statistic	0.71
Asymp. Sig. (2-tailed)	0.2000 ^a

a. Test for Normality.
b. Test for Homogeneity of Variance.
c. Lilliefors Significance Correction.
d. This test is only for normal distribution significance.

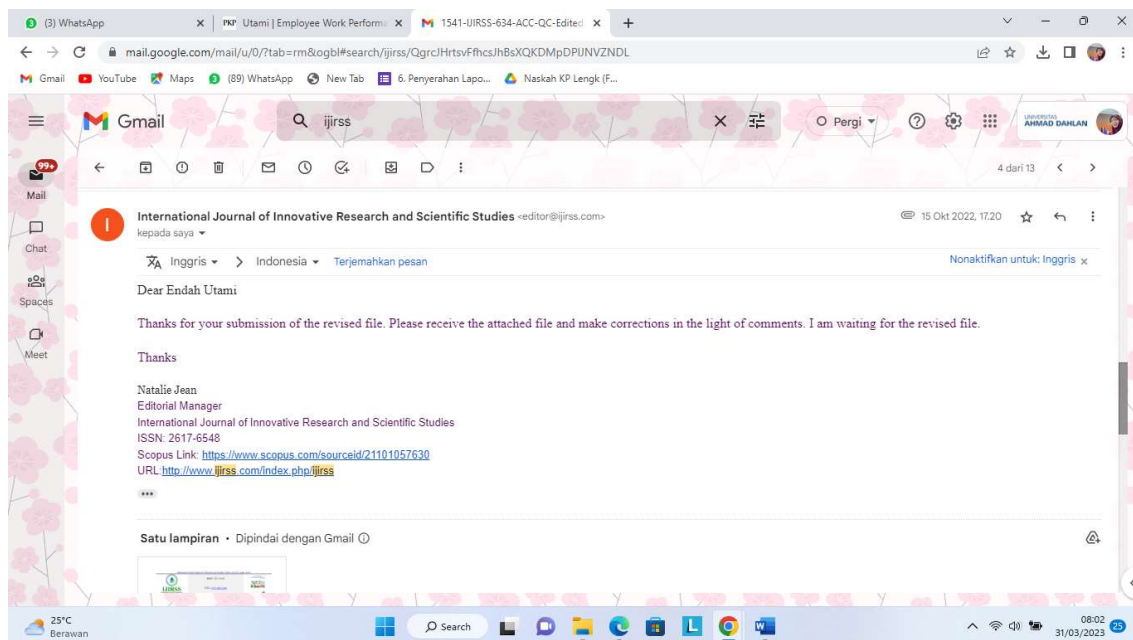
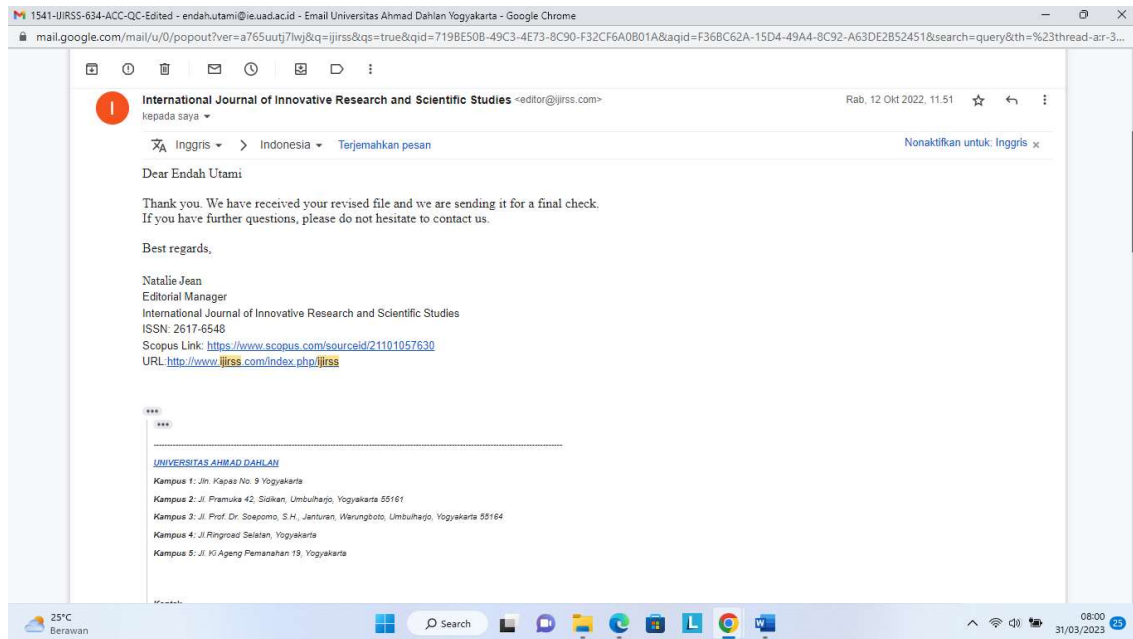
5.10. Multicollinearity Test
Ghozali [48] said that this test can be used in 2 ways, namely by looking at the Variance Inflation Factors (VIF) and Tolerance Value. If $VIF > 10$ and tolerance value < 0.10 . The results of the multicollinearity test in this study shown on table 8 indicate that the VIF is smaller than 10 so that the data in this study indicate that there is no multicollinearity. VIF on leadership style is 2.424, work discipline is 2.868, work motivation is 1.591, and work environment is 1.372.

Table 8. Result of multicollinearity test.

Variable	Statistic VIF
(Leadership Style/V1)	2.424
Work Discipline (V2)	2.868
Work Motivation (V3)	1.591
Work Environment (V4)	1.372

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Employee Work Performance in State-Owned Enterprises in Indonesia: A Reflection

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Abstract

The quality of performance of State-Owned Enterprises (SOEs) in Indonesia is currently in the spotlight because it is considered unsatisfactory. One of the causes of the low performance of this organization is the level of quality of performance of the organization's employees which is also unsatisfactory. In this study, factors that can affect the quality of performance of SOEs employees in Indonesia are analyzed. These factors include leadership style, work discipline, work motivation and work environment. Data were collected by distributing questionnaires to a number of field employees and validity and reliability tests were carried out on the data. Hypothesis testing is done by using Multiple Linear Regression test. The results of this study prove that only achievement-oriented leadership style and work motivation can boost the quality of performance of SOEs employees, work discipline and work environment do not have any impact on improving the quality of their performance. This proves that a leader who can provide motivation and real reward needs for employees is very much needed in SOEs. However, issues of discipline and work environment should also get more attention. The implication of this research is that SOEs must assess employee performance in terms of the quality of work and not only in terms of the achievement of the set target without paying attention to the quality of the achievement itself.

Keywords: Employee performance, Leadership style, State-owned enterprises, Work discipline, Work environment, Work motivation.

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Transparency: The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained.

Ethical: This study followed all ethical practices during writing.

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1. Introduction