

EMPLOYEE PERFORMANCE BASED ON LEADERSHIP STYLE, JOB PROMOTION AND WORK ENVIRONMENT

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Abstract. This study aims to determine the direct or indirect effects of performance issues in a service company, namely "Toha Okky Heru & Rekan Public Appraisal Services Office," with work motivation, job satisfaction, and organizational commitment as intervening variables to demonstrate their impact on employees performance.

The research employed a quantitative approach, with data collected using an online questionnaire distributed to a sample of 111 respondents. The Likert scale with a range of 1 to 10 was used, and the data were analyzed using Structural Equation Modeling (SEM) with Partial Least Square (PLS). The instruments underwent tests for validity and reliability, multicollinearity, and R-Square (goodness of fit) evaluation.

The results showed that Leadership Style does not have a positive effect on Employee Performance, with an original sample value of 0.175 and at statistical value less than the t table ($0.872 < 1.982$), indicating that Leadership Style has no significant effect on performance. Job Promotion was proven to have a positive effect on Employee Performance, with an original sample value of 0.495 and at statistical value greater than the t table ($2.740 > 1.982$), indicating that Job Promotion has a significant impact on employee performance. However, the Work Environment was also found not to have a significant effect on Employee Performance, with an original sample value of 0.146 and at statistical value less than the t table ($0.938 < 1.982$).

Based on the research results, leadership style does not have a significant impact on employee performance at KJPP Toha, Okky, Heru & Rekan. This suggests that leadership that does not actively engage with employees or communicate effectively does not significantly affect job performance. In contrast, job promotion has a positive and significant influence on employee performance. Employees who receive promotions feel appreciated and motivated to work better, thereby improving their overall performance. Furthermore, the work environment does not have a significant impact on employee performance, indicating that once the work environment is adequate, further improvements in the work environment will not greatly affect performance.

Keywords: Leadership Style, Job Promotion, Work Environment, Employee Performance, Smart PLS, Structural Equation Model.

Abstraksi. Penelitian ini bertujuan untuk mengetahui pengaruh langsung ataupun tidak langsung mengenai permasalahan kinerja pada perusahaan di bidang jasa yaitu "Kantor Jasa Penilai Publik Toha Okky Heru & Rekan" dengan variabel motivasi kerja, kepuasan kerja dan komitmen organisasional sebagai variabel intervening membuktikan adanya pengaruh terhadap kinerja karyawan.

Mengenai jenis penelitian menggunakan penelitian kuantitatif, pengumpulan data dilakukan dengan teknik kuesioner yang disebar secara online dengan sampel sebanyak 111 orang sebagai responden, Skala Likert dengan rentang 10 (skala 1 s.d 10), teknik analisis data dengan menggunakan model persamaan struktural (Structural Equation Modelling), yaitu Partial Least Square (PLS) dengan instrument uji validitas dan reabilitas, uji multikolonieritas, dan evaluasi nilai R- Square (goodness of fit).

Hasil penelitian menunjukkan bahwa Gaya Kepemimpinan tidak memiliki pengaruh positif terhadap Kinerja Karyawan dengan nilai original sample sebesar 0,175, dan nilai t statistic < t tabel (0,872 < 1,982), mengindikasikan bahwa Gaya Kepemimpinan tidak berpengaruh signifikan terhadap kinerja. Promosi Jabatan terbukti berpengaruh positif terhadap Kinerja Karyawan dengan nilai original sample sebesar 0,495, dan nilai t statistic > t tabel (2,740 > 1,982), menunjukkan bahwa Promosi Jabatan memiliki dampak yang signifikan terhadap kinerja karyawan. Namun, Lingkungan Kerja juga tidak terbukti memiliki pengaruh signifikan terhadap Kinerja Karyawan, dengan nilai original sample sebesar 0,146, dan nilai t statistic < t tabel (0,938 < 1,982).

Berdasarkan hasil penelitian, gaya kepemimpinan tidak berpengaruh signifikan terhadap kinerja karyawan di KJPP Toha, Okky, Heru & Rekan. Artinya, kepemimpinan yang tidak berinteraksi aktif dengan karyawan atau tidak mampu melakukan komunikasi yang efektif tidak memiliki dampak signifikan pada performa kerja. Sedangkan promosi jabatan memiliki pengaruh positif dan signifikan terhadap kinerja karyawan. Karyawan yang mendapatkan promosi merasa dihargai dan termotivasi untuk bekerja lebih baik, sehingga meningkatkan kinerja mereka secara keseluruhan. Dan lingkungan kerja tidak memberikan pengaruh signifikan terhadap kinerja karyawan. Hal ini menunjukkan bahwa selama lingkungan kerja sudah memadai, peningkatan lebih lanjut dalam lingkungan kerja tidak akan berdampak besar pada kinerja.

Kata Kunci: Gaya Kepemimpinan, Promosi Jabatan, Lingkungan Kerja, Kinerja Karyawan, Smart PLS, Structural Equation Model.

INTRODUCTION

One of the professional companies in the field of asset valuation services is the Public Appraisal Service Office (KJPP) Toha, Okky, Heru & Rekan which is based in Jakarta. This Public Appraisal Service Office operates based on the Public Appraisal Service Office Business License (SIUKJPP) Number 2.09.0014 in accordance with the Decree of the Minister of Finance Number 135/KM.1/2009 dated February 10, 2009 and is also registered as a Capital Market Supporting Profession at Papepam and the Financial Services Authority.

As a company engaged in the service sector with a vision of "Becoming the best independent appraisal consultant in providing opinions on the value of assets, businesses, services & other advisory and becoming a consultant with excellent, fast and accurate service", of course it must be supported by good, effective and efficient performance by a team in order to realize the organization's goals by producing a final product, namely a credible appraisal report.

The importance of the role of human resources in the performance of KJPP Toha, Okky, Heru & Rekan employees should be a

special concern for the company so that the service provided can be maximized. However, in running its business, there is still poor employee performance, there is still work that is not on time and even some work that cannot be handled properly. So this greatly affects the performance of the company's service and causes potential losses for both the company and the assignor (client) for the trust given to KJPP Toha, Okky, Heru & Rekan.

There are several factors that can affect employee performance, including ability and expertise, knowledge, work design, personality, work motivation, leadership, organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline, Kasmir (2016). From the number of performance determinants, this study raises four factors, namely the influence of leadership style, job promotion, work environment which are considered to influence employee performance at KJPP Toha, Okky, Heru & Rekan.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

The Influence of Leadership Style on Employee Performance

Leadership style has a close relationship with employee performance which is considered to have an influence on the success of a company. Where leadership style is a process of influencing activities organized in a group of businesses to achieve a predetermined goal. In this case, it is meant that leadership always involves influencing others in order to achieve a good goal. According to Aisah et al. (2020), leadership style has a positive and significant influence on performance. This is different from Nisawati et al. (2020) who stated that

leadership style does not affect performance which depends on the parameters or indicators of each study. Referring to the description above, the following hypothesis can be formulated:

H1 = It is suspected that leadership style has an effect on performance.

The Influence of Job Promotion on Employee Performance

According to Alex S. Nitisemito (2012), job promotion is the process of transferring employees from one position/place to a higher position/place and is followed by higher duties, responsibilities, and authority than the position previously held. According to Edwin B. Flipo quoted by Malayu SP Hasibuan (2011), promotion means moving from one position to another that has a higher status and responsibility. According to Sadili Samsudin (2012:264), job promotion is moving from one position to another that has a higher status and responsibility. According to Noorman et al. (2022), job promotion has a positive and significant effect on performance. This is different from John Willy et al. (2021) who stated that job promotion is negative and does not have a significant effect on performance. Referring to the description above, the following hypothesis can be formulated:

H2 = It is suspected that job promotion has an effect on performance.

The Influence of Work Environment on Employee Performance

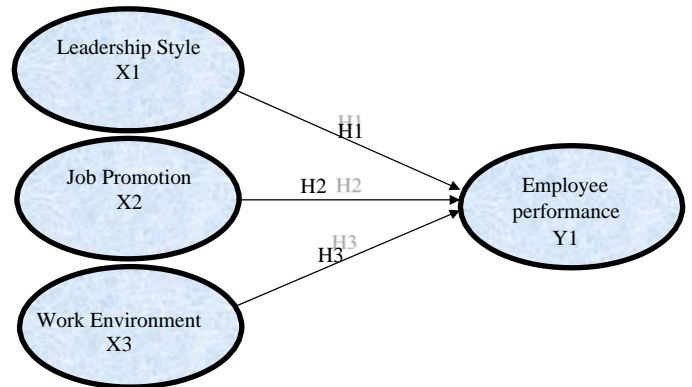
Every organization will definitely interact with the environment in which the organization is located. Meanwhile, the environment experiences changes that cause organizations or companies that can adapt with these environmental changes are organizations or companies that can survive. On the other hand, an organization or

company will experience a period of destruction if it does not pay attention to developments and changes in the environment around it. According to (2019), the work environment has a positive and significant influence on performance. This is different from Cahya (2019), who stated that the work environment has no effect on performance. Referring to the description above, the following hypothesis can be formulated:

H3 = It is suspected that the work environment has an effect on performance.

A framework for thinking is a diagram that explains in broad outline the logical flow of a study, so a theoretical framework for thinking can be created that has 3 (three) independent variables, namely leadership style, job promotion and work environment to achieve good employee performance as follows:

Figure II.1
 Research Thinking Framework



RESEARCH METHODS

The census method is a study that takes one population group as a sample of the entire data using a questionnaire that is measured using a 10-score Likert scale as a data collection tool to obtain information. Thus, the sample in this study is all employees of KJPP Toha, Okky, Heru & Rekan as the population/research site with a sample of 111 people.

The operational definitions of the variables in this study are as follows:

Table III. 1
 Operational Definitions

No	Variables	Operational Definition	Indicator
1	Leadership Style (X1)	Leadership Style according to Purwanto (2020, p. 24) is that leadership style is basically a way in which a leader influences, directs, motivates and controls his subordinates in a certain way, so that his subordinates are able to complete tasks effectively and efficiently.	<ol style="list-style-type: none"> 1. Decisions are taken by the leader himself 2. Decisions are taken jointly 3. Pay attention to employee interests as well as company interests 4. More attention to employees 5. Provide service rewards according to employee performance 6. Giving good advice in completing tasks 7. Task oriented

			8. Oriented towards employee relations with coworkers Kurt Lewin (1939)
2	Job Promotion (X2)	According to Hasibuan (2008:108), job promotion is a transfer that increases an employee's authority and responsibility to a higher position in an organization so that their rights, status and income obligations increase.	1. Salary Loyalty 2. Creative and Initiative 3. Good Communication 4. Level of education 5. Management Skills 6. Have Mark Morefrom Other Employees James MacGregor Burns(1978)
3	Work Environment (X3)	Sunyoto (2015, p. 38) states that the work environment is everything that is around workers and that can influence them in carrying out the tasks assigned to them.	1. Workplace building 2. Adequate work equipment 3. Facility 4. Availability of transportation facilities 5. Relationship between co-workers at the same level 6. Relationship between superiors and employees 7. Cooperation between employees Siagian (2014:59)
4	Performance (Y1)	Mangkunegara (2017): work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.	1. Quantity 2. Punctuality 3. Effectiveness 4. Independence Robbins (2016)

This study uses a structural equation modeling technique (Structural Equation Modeling) based on variance or component based SEM. By using a structural equation model, namely Partial Least Square (PLS) is characterized as the most suitable technique where the purpose of the study is prediction

or exploratory modeling where the evaluation of the measurement model or outer model is carried out to assess the validity and reliability of the model.

Analysis of the description of research variables can be reviewed in the following table:

Table III.2
Respondent Analysis of Leadership Style Variable (X¹)

No.	Leadership Style		Mean	Median	Min	Max	Standard Deviation
1	I feel that the decision was taken by the leader without consultation is often appropriate and effective.	X1.1	7,315	8	1	10	2,442
2	I feel that decisions taken collectively are fairer and more impactful. positive on team performance.	X1.2	8,036	8	1	10	1,949
3	I feel that my leader is able to maintain a balance between employee needs and company goals.	X1.3	7,694	8	3	10	1,835
4	I feel supported and cared for by my leaders in every aspect of my work.	X1.4	7,694	8	2	10	1,815
5	I feel the appreciation given by the leader encourages me to work better.	X1.5	7,946	8	1	10	1,805
6	I feel that suggestions from leaders help improve my performance significantly.	X1.6	7,829	8	1	10	1,883
7	I feel my leader always emphasizes the importance of achievement. assignment on time.	X1.7	7,973	8	1	10	1,943
8	I feel my leader strives to create a harmonious and collaborative work environment.	X1.8	7,937	8	2	10	1,792

Source: processed primary data, 2024

The highest leadership style variable calculation is at X1.2 with an average score of 8.036, namely employees feel that decisions taken together are fairer and have a positive

impact on team performance. This means that employees tend to feel more appreciated and recognized when they are involved in the decision-making process.

Table III.3
Respondent Analysis of Job Promotion Variable (X²)

No.	Job Promotion		Mean	Median	Min	Max	Standard Deviation
1	I feel that the salary I receive is in accordance with the contribution I make to the company.	X2.1	7,658	8	2	10	1,947

2	I take the initiative to solve problems without having to wait. instructions from superiors.	X2.2	7,739	8	1	10	2.108
3	I actively listen and provide constructive feedback in team discussions.	X2.3	7,775	8	1	10	1,809
4	I continue to develop my knowledge and skills through education. formal or training.	X2.4	7,910	8	4	10	1,603
5	I am able to manage time and resources efficiently to achieve goals. work.	X2.5	7,910	8	1	10	1,758
6	I always try to provide added value to the company through performance and my contribution.	X2.6	7,892	8	1	10	1,842

Source: processed primary data, 2024

The highest promotion variable calculation is at X2.4 and X2.5 with an average score of 7.910, namely employees continue to develop knowledge and skills through formal education or training and are able to manage time and resources efficiently to achieve work goals. This shows that the employee is dedicated to developing professionally and making maximum contributions to the company while maintaining efficiency and productivity.

Improving skills through formal

education or training is very important for employees in the field of asset valuation services in this case the Public Valuation Services Office (KJPP). This not only ensures compliance with applicable standards and regulations, but also improves the accuracy, efficiency, and quality of the assessment. In addition, training broadens employees' understanding of new technologies, market trends, and communication skills, all of which are essential for success and career sustainability in this industry.

Table III.4
Respondent Analysis of Work Environment Variables (X³)

No.	Work environment	Mean	Median	Min	Max	Standard Deviation	
1	The building where I work provides enough comfort for working.	X3.1	7,559	8	1	10	1,920
2	I feel that the work equipment provided by the company is adequate to complete my tasks efficiently.	X3.2	7,432	8	1	10	1,943
3	The facilities available at work help me to work better						

	and more comfortably.	X3.3	7,243	7	1	10	1,942
4	The company provides adequate means of transportation for work needs.	X3.4	7,279	8	1	10	2,097
5	Collaborating with colleagues at the same level helps improve my performance.	X3.5	7,676	8	1	10	1,880
6	My boss is always open to hearing input and provides clear direction.	X3.6	7,784	8	1	10	1,762
7	I feel that the cooperation between employees at my workplace is very good.	X3.7	7,865	8	1	10	1,853

Source: processed primary data, 2024

The highest calculation of the work environment variable is at X3.7 with an average score of 7.865, namely employees feel that cooperation between employees in

their workplace is very good. This indicates that the company may have succeeded in creating a supportive environment for growth, creativity, and mutual success.

Table IV. 9

Respondent Analysis of Employee Performance Variables (Y¹)

No.	Employee performance	Mean	Median	Min	Max	Standard Deviation	
1	I am able to work to achieve or exceed targets.	Y1.1	8,054	8	1	10	1,770
2	I am able to complete the work properly time.	Y1.2	8.108	8	1	10	1,909
3	I am able to finish the work before the time given.	Y1.3	8.180	8	2	10	1,651
4	I am able to complete the work without help from others.	Y1.4	7,901	8	1	10	1,959

Source: processed primary data, 2024

The highest employee performance variable calculation is at Y1.3 with an average score of 8.180, namely employees have the ability to complete work before the time given. This shows that employees are in an environment that supports cooperation, which can contribute to increased productivity and well-being in the workplace.

In the instrument test as proof that the

questionnaire is worthy of being measured, the validity test shows the accuracy and precision of the questionnaire given to respondents. A questionnaire question is said to be valid if the question is able to reveal something that is measured and if the loading factor is > 0.70 then it can be said to be valid. The validity test image is presented as follows:

Figure III.1

Loading Factor Outer Model

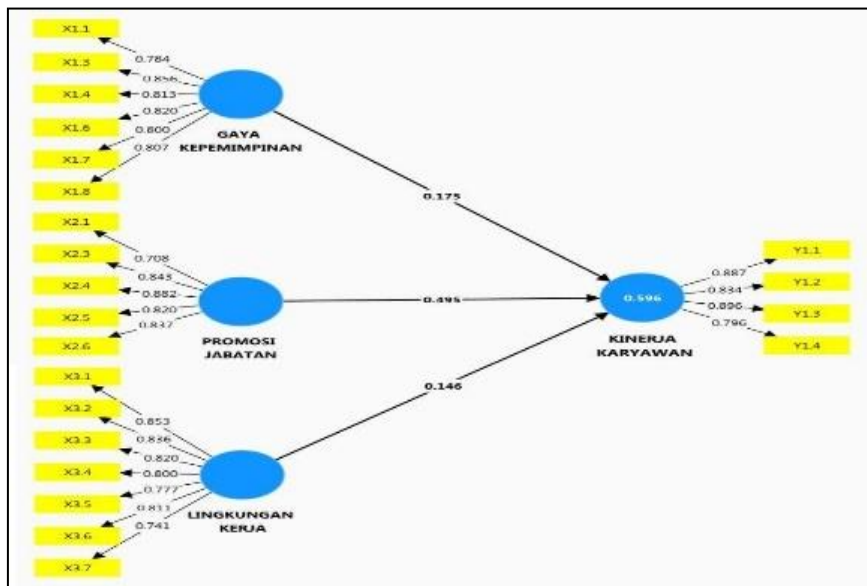


Figure III.2
Outer Loadings

	GAYA_KEPEMIMPINAN	KINERJA_KARYAWAN	LINGKUNGAN_KERJA	PROMOSI_JABATAN
X1.1	0.784			
X1.3	0.856			
X1.4	0.813			
X1.6	0.820			
X1.7	0.800			
X1.8	0.807			
X2.1				0.708
X2.3				0.843
X2.4				0.882
X2.5				0.820
X2.6				0.837
X3.1			0.853	
X3.2			0.836	
X3.3			0.820	
X3.4			0.800	
X3.5			0.777	
X3.6			0.811	
X3.7			0.741	
Y1.1		0.887		
Y1.2		0.834		
Y1.3		0.896		
Y1.4		0.796		

Source: processed primary data, 2024

The results of the validity test show that after data dropping, all variables are valid, which is proven by the value or results of outer loadings above the loading factor 0.70.

Validity and reliability criteria can also be seen from the reliability value of a

construct. Reliability testing shows how much an instrument can be trusted. By using the Composite Reliability method, a research instrument is said to be reliable if the CR value is > 0.7 (Ferdinand, 2014). So the results of this analysis are as follows:

Figure III.3

Construct Reliability and Validity

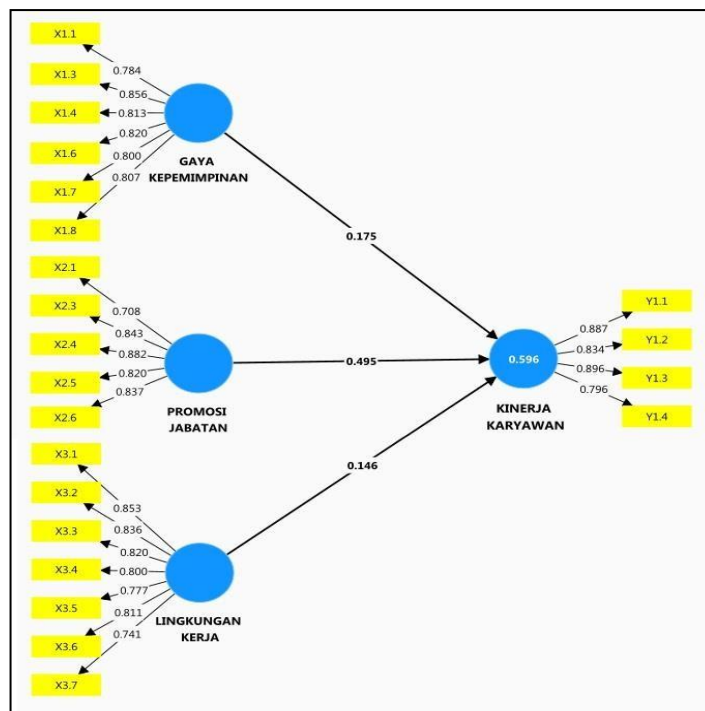
	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
GAYA_KEPEMIMPINAN	0.898	0.904	0.922	0.662
KINERJA_KARYAWAN	0.876	0.882	0.915	0.730
LINGKUNGAN_KERJA	0.910	0.921	0.928	0.650
PROMOSI_JABATAN	0.877	0.895	0.911	0.672

Source: processed primary data, 2024

Based on Figure IV.8, it shows that all indicators have met the composite reliability value. So that all variables used as instruments are reliable or can be trusted as data collection tools. The higher the

reliability of the instrument, the more reliable the measurement results will be. This can be proven that all constructs have a composite reliability value greater than 0.7.

Figure III.4
Outer Model



Source: processed primary data, 2024

Figure III.5
Outer Loadings

	GAYA_KEPEMIMPINAN	KINERJA_KARYAWAN	LINGKUNGAN_KERJA	PROMOSI_JABATAN
X1.1	0.784			
X1.3	0.856			
X1.4	0.813			
X1.6	0.820			
X1.7	0.800			
X1.8	0.807			
X2.1				0.708
X2.3				0.843
X2.4				0.882
X2.5				0.820
X2.6				0.837
X3.1			0.853	
X3.2			0.836	
X3.3			0.820	
X3.4			0.800	
X3.5			0.777	
X3.6			0.811	
X3.7			0.741	
Y1.1		0.887		
Y1.2		0.834		
Y1.3		0.896		
Y1.4		0.796		

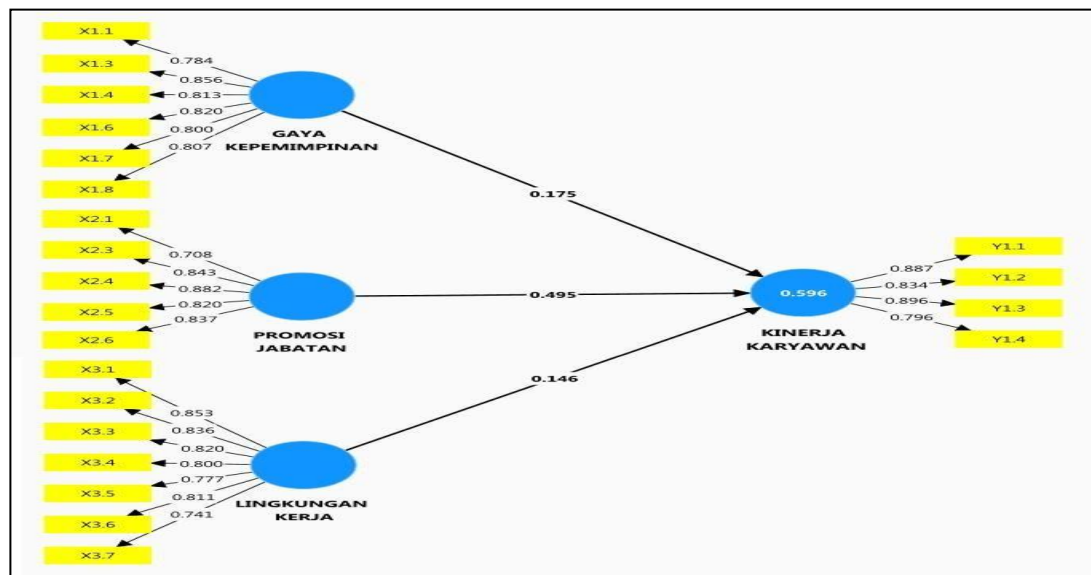
Source: processed primary data, 2024

The results of the validity test show that after dropping data, all variables are valid, which is proven by the value or results of outer loadings above the loading factor 0.70. Validity and reliability criteria can also be seen from the reliability value of a construct.

Reliability testing shows how much an instrument can be trusted. By using the Composite Reliability method, a research instrument is said to be reliable if the CR value is > 0.7 (Ferdinand, 2014). So the results of this analysis are:

Figure IV. 8

Construct Reliability and Validity



Source: processed primary data, 2024

Based on Figure IV.8, it shows that all indicators have met the composite reliability value. So that all variables used as instruments are reliable or can be trusted as data collection tool. The higher the

reliability of the instrument, the more reliable the measurement results will be. This can be proven that all constructs have a composite reliability value greater than 0.7.

df \ Pr	0.25	0.10	0.05	0.025	0.01	0.005	0.001
	0.50	0.20	0.10	0.050	0.02	0.010	0.002
100	0.67695	1.29007	1.66023	1.98397	2.36422	2.62589	3.17374
101	0.67693	1.28999	1.66008	1.98373	2.36384	2.62539	3.17289
102	0.67690	1.28991	1.65993	1.98350	2.36346	2.62489	3.17206
103	0.67688	1.28982	1.65978	1.98326	2.36310	2.62441	3.17125
104	0.67686	1.28974	1.65964	1.98304	2.36274	2.62393	3.17045
105	0.67683	1.28967	1.65950	1.98282	2.36239	2.62347	3.16967
106	0.67681	1.28959	1.65936	1.98260	2.36204	2.62301	3.16890
107	0.67679	1.28951	1.65922	1.98238	2.36170	2.62256	3.16815
108	0.67677	1.28944	1.65909	1.98217	2.36137	2.62212	3.16741
109	0.67675	1.28937	1.65895	1.98197	2.36105	2.62169	3.16669
110	0.67673	1.28930	1.65882	1.98177	2.36073	2.62126	3.16598
111	0.67671	1.28922	1.65870	1.98157	2.36041	2.62085	3.16528
112	0.67669	1.28916	1.65857	1.98137	2.36010	2.62044	3.16460
113	0.67667	1.28909	1.65845	1.98118	2.35980	2.62004	3.16392
114	0.67665	1.28902	1.65833	1.98099	2.35950	2.61964	3.16326
115	0.67663	1.28896	1.65821	1.98081	2.35921	2.61926	3.16262

RESULTS AND DISCUSSION

Hypothesis Testing

Data processing to analyze in this study uses structural equation modeling techniques (Structural Equation Modeling) based on variance or component based SEM. By using a structural equation model, namely Partial Least Square (PLS) using an analysis tool, namely Smart PLS Version 4.1.0.6

The next analysis is hypothesis testing which is done by comparing the t

table value with the t statistic or t count. The hypothesis is accepted if the t count < from the t table (Ghozali 2014). The t table value can be calculated as follows:

$$Df : n - k$$

$$: 111 - 3$$

$$: 108$$

Based on the degree of freedom of 108 and a significance level of 0.05, the t-table value obtained is 1.982.

Table IV. 1

Percentage Point Distribution t

Source: Junaidi, 2010

Below are the results of hypothesis testing generated by the path coefficient

analysis in the Smart PLS output.

Table IV.2

Path Coefficient

▲	Original sample...	Sample mean...	Standard deviation...	T statistics...	P values
GAYA_KEPEMIMPINAN -> KINERJA_KARYAWAN	0.175	0.201	0.144	1.221	0.222
LINGKUNGAN_KERJA -> KINERJA_KARYAWAN	0.146	0.170	0.156	0.938	0.349
PROMOSI_JABATAN -> KINERJA_KARYAWAN	0.495	0.458	0.181	2.740	0.006

Source: processed primary data, 2024

The results of the image above show the influence between variables as explained as follows:

1. Based on the test results on the influence of Leadership Style on Employee Performance, the original sample value is 0.175, the t statistic value < t table (0.872 < 1.982) and the p value is 0.222 > 0.05, so it can be concluded that the first hypothesis (H1) is rejected, meaning that in this study, Leadership Style does not have a significant effect on Employee Performance.
2. Based on the test results on the influence of Job Promotion on Employee Performance, the original

sample value is 0.495, the t statistic value is > t table (2.740 > 1.982) and the p value is 0.006 < 0.05, so it can be concluded that the second hypothesis (H2) is accepted, meaning that in this study, Job Promotion has a positive and significant effect on Employee Performance.

3. Based on the test results on the influence of the Work Environment on Employee Performance, the original sample value is 0.146, the t statistic value < t table (0.938 < 1.982) and the p value is 0.349 > 0.05, so it can be concluded that the third hypothesis (H3) is rejected, meaning that in this study the Work Environment does not affect Employee Performance.

Discussion

The Influence of Leadership Style on Employee Performance

Based on the results of the hypothesis test above, this study found that leadership style does not affect employee performance with an original sample value of 0.175, a t statistic value $< t_{table}$ (0.872 $<$ 1.982) and a p value of 0.222 $>$ 0.05 indicating that leadership style does not have a significant effect on performance. The results of this study are in line with research conducted by (Marjaya & Pasaribu, 2019) and (Hidayat et al., 2024) which states that leadership does not affect employee performance. They stated that leaders who are indifferent to employees and unable to communicate do not affect employee performance. This means that as long as employees are able to do their work in accordance with standard operating procedures (SOP) and existing provisions, employee performance will be fine (Saputra & Mahaputra, 2022).

The results of this study are not in line with the research conducted by (Aisha and Wardani, 2020) which states that leadership style has a significant effect on employee performance. Which states that a person's leadership style in leading is very influential and is a determining factor for increasing and decreasing employee performance, therefore it is clear that every company needs an effective leadership style.

The Influence of Job Promotion on Employee Performance

According to Skinner, BF (1953) job promotion can be seen as a form of positive reinforcement that rewards desired behavior or performance. When employees are promoted as a result of their good performance, they will be more motivated to continue to show high performance in the

future. The results of the study showed that job promotion has a positive and significant effect on employee performance with an original sample value of 0.495 and a t statistic value $> t_{table}$ (2.740 $>$ 1.982) and a p value of 0.006 $<$ 0.05 indicating that Job Promotion has a significant impact on employee performance in line with research conducted by (Saing et al., 2021) which states that the more appropriate the job promotion is applied, the more the employee performance will increase.

According to Herzberg, F. (1959) job promotion is included in the motivator factors, which include opportunities for growth, responsibility, and achievement. When employees get a promotion, they feel more appreciated and motivated because they get the opportunity to develop, which ultimately improves their performance. Job promotion creates a perception of fairness in the workplace, which then increases employee satisfaction and performance. If employees see that their hard work and contributions are rewarded with a promotion, they will be more motivated to perform well.

The Influence of Work Environment on Employee Performance

Based on the results of the hypothesis test above, this study found that the work environment does not affect employee performance with an original sample value of 0.146, a t statistic value $< t_{table}$ (0.938 $<$ 1.982) and a p value of 0.349 $>$ 0.05. The results of this study are in line with research conducted by (Saputra et al., 2023) and (Wulan, 2019) which states that the work environment does not affect employee performance. In several studies, the work environment does not affect employee performance because the work environment is already at a fairly adequate level.

In this context, there is no further improvement in performance even though the work environment is improved because it already meets the standards required to work productively. If the basic needs for work are met, work environment factors may no longer be a driving factor for increased performance. According to Hackman and Oldham (1976) in the Job Characteristics Model, once the basic needs of employees are met, other factors such as motivation and job design become more important in determining performance.

The results of this study are not in line with the research conducted by (Sihalono and Siregar, 2019) which showed that the work environment has a positive and significant effect on the performance of employees of PT. Super Setia Sagita Medan. This is because the physical and non-physical environment is not good, resulting in reduced employee performance through indicators such as inaccuracy in completing tasks, inappropriate working hours, decreasing attendance rates and lack of cooperation between employees. This means that the less comfortable the work environment felt by employees, the lower the performance of employees of PT. Super Setia Sagita Medan, conversely, the more comfortable the work environment felt by employees, the better the performance of employees of PT. Super Setia Sagita Medan. CONCLUSION

Based on data analysis and discussion, the conclusions of the results of this study are as follows: (1) Leadership style does not have a significant effect on employee performance at KJPP Toha, Okky, Heru & Rekan with an original sample value of 0.175, a t statistic value < t table ($0.872 < 1.982$) and a p value of $0.222 > 0.05$. This means that leadership

that does not actively interact with employees or is unable to communicate effectively does not have a significant impact on work performance; (2) Job promotion has a positive and significant effect on employee performance at KJPP Toha, Okky, Heru & Rekan with an original sample value of 0.495 and a t statistic value > t table ($2.740 > 1.982$) and a p value of $0.006 < 0.05$. Employees who get promotions feel appreciated and motivated to work better, thus improving their overall performance, and (3) The work environment does not have a significant effect on employee performance at KJPP Toha, Okky, Heru & Rekan with an original sample value of 0.146, a t statistic value < t table ($0.938 < 1.982$) and a p value of $0.349 > 0.05$. This shows that as long as the work environment is adequate, further improvements in the work environment will not have a significant impact on performance.

In this case, management is advised to improve their leadership style to be more interactive and communicative. Leaders who are more involved with employees can provide greater motivation to improve performance. Companies need to maintain a fair and transparent promotion policy, because promotions have been proven to motivate employees to work better. Every employee who meets the criteria should be given the opportunity for promotion. Although the work environment does not directly affect performance, companies must still maintain a comfortable work environment in order to maintain employee productivity and loyalty. This suggestion can help companies manage human resources to improve overall employee performance.

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