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Asia Pacific Journal of Management and Education (APJME) is an academic and peer-reviewed publication on Management and Education scope around Asia Pacific which is published from Indonesia. The aims of the APJME is to feature narrative, theoretical and empirically-based research articles, student/faculty reflections, study abroad experience, and book reviews relevant to international students and their cross-cultural experiences and understanding in anything related to management and education area. The aims of the APJME to feature narrative, theoretical and empirically-based research articles, student/faculty reflections, study abroad experience, and book reviews relevant to Public Administration and Management. APJME is indexed by Google Scholar, Neliti and PKP Index, CrossREF (DOI number).



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Leadership Influence and Work Environment on Employee Effectiveness in Capital Investment and Integrated Services in One Door City of Gorontalo

Yanti Aneta, Bondan Turtono

Abstract

This study aims to determine the magnitude of the influence of leadership, and the work environment on the work effectiveness of employees in the Gorontalo City Investment and Integrated One-Stop Service. The research approach used is quantitative methods. Sources of data in this study are primary data that is carried out using questionnaires on respondents who have met the standards of the study sample. The data analysis technique used is multiple regression analysis using SPSS program assistance.

The results of the study show that (1) Leadership has a positive but not significant effect on the effectiveness of employees in Gorontalo Investment and One-Stop Services in the City of Gorontalo. This is because based on the results of the descriptive analysis shows that the Leadership variable lies in the criteria that are "quite good". (2) The work environment has a positive and significant effect on the work effectiveness of employees in the Gorontalo City Investment and One Stop Service. Meanwhile, the results of the descriptive analysis show that the working environment variable lies in good criteria. (3) Leadership and workplace environment together have a positive and significant effect on the variable work effectiveness of employees in the Gorontalo City Investment and One Stop Service. The determination coefficient or R Square number is 0.493. This value shows that as much as 49.3% variability The work effectiveness of Gorontalo Capital Investment Service and Integrated One-Stop Service staff can be influenced by Leadership and Work Environment while the remaining 50.7% is influenced by other variables not examined in this study. The other variables are in the form of organizational culture variables, work discipline, compensation, work ability, work placement, work motivation and employee competency

Keywords: Leadership, Work Environment, Work Effectiveness

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Leadership Influence and Work Environment on Employee Effectiveness in Capital Investment and Integrated Services in One Door City of Gorontalo

Yanti Aneta¹, Bondan Turtono²
Universitas Negeri Gorontalo

ABSTRACT

This study aims to determine the magnitude of the influence of leadership, and the work environment on the work effectiveness of employees in the Gorontalo City Investment and Integrated One-Stop Service. The research approach used is quantitative methods. Sources of data in this study are primary data that is carried out using questionnaires on respondents who have met the standards of the study sample. The data analysis technique used is multiple regression analysis using SPSS program assistance.

The results of the study show that (1) Leadership has a positive but not significant effect on the effectiveness of employees in Gorontalo Investment and One-Stop Services in the City of Gorontalo. This is because based on the results of the descriptive analysis shows that the Leadership variable lies in the criteria that are "quite good". (2) The work environment has a positive and significant effect on the work effectiveness of employees in the Gorontalo City Investment and One Stop Service. Meanwhile, the results of the descriptive analysis show that the working environment variable lies in good criteria. (3) Leadership and workplace environment together have a positive and significant effect on the variable work effectiveness of employees in the Gorontalo City Investment and One Stop Service. The determination coefficient or R Square number is 0.493. This value shows that as much as 49.3% variability The work effectiveness of Gorontalo Capital Investment Service and Integrated One-Stop Service staff can be influenced by Leadership and Work Environment while the remaining 50.7% is influenced by other variables not examined in this study. The other variables are in the form of organizational culture variables, work discipline, compensation, work ability, work placement, work motivation and employee competency

Keywords: Leadership, Work Environment, Work Effectiveness

PRELIMINARY

Good work effectiveness of employees will directly affect the effectiveness of the organization, and to improve the work effectiveness of employees is certainly a long time and process work. Improving the effectiveness of employee work will have very broad implications, especially in improving the level of public trust in the government.

Leadership that has a good figure will affect the work effectiveness of employees. Leadership style is consistent behavioral patterns applied by leaders with or through other people. Effective leadership provides motivation, pays attention to the work environment and empowers them according to their respective duties to achieve goals.

Another influential factor is the work environment. The work environment or often called organizational climate are traits or characteristics that are felt to exist in the organization and arise because of organizational activities, which are carried out consciously or not, and which are considered to influence behavior. An authoritarian work environment or organizational climate with centralized decision making while worker behavior is determined largely by standard rules and procedures, not only will it lead to low work effectiveness, but also results in very little job satisfaction. On the other hand, a work environment that is familial with pressure on good interpersonal relations among workers, usually leads to high work effectiveness, positive attitudes towards work groups, and considerable creative behavior.

Gorontalo City's DPMPTSP Service Activity can run well if the needs of its employees can be fulfilled according to the wishes of the employees so as to lead to relatively high work effectiveness. The leadership role in the DPMPTSP of Gorontalo City is required to be able to improve the work effectiveness of its employees. In addition, the work environment is also very supportive for increasing the work effectiveness of employees.

Based on the background that has been stated, the researcher is interested in conducting research with the title: "The Influence of Leadership and Work Environment on Work Effectiveness of Employees in Gorontalo Investment and One-Stop Services".

THEORITICAL REVIEW

Employee Work Effectiveness

Work effectiveness is a condition to achieve the expected or desired goals through the completion of work in accordance with a predetermined plan. The understanding of effectiveness according to experts includes the following. According to Siagian (2011: 24) the effectiveness is the utilization of resources, facilities and infrastructure in a certain amount that is consciously set beforehand to produce a number of goods for the services of the activities carried out.

Work Effectiveness Indicators

Work Effectiveness There are several work effectiveness indicators. According to Hasibuan (2003: 105), effectiveness is a state of perfect work success in accordance with a predetermined plan. In order to guarantee the success of a business in improving the effectiveness of employees in an organization the need for influence from the organizational structure so that it can lead to quantity of work, quality of work, and time utilization and increase in human resources.

- 1) Work Quantity
- 2) Work Quality
- 3) Time Beneficiary
- 4) Quality Upgrade

Leadership

In general, according to Gitosudarmo & Sudita (2008: 127-128) leadership is defined as a process influencing the activities of individuals or groups to achieve goals in certain situations. According to Toha (2009: 9) Leadership is an activity to influence the behavior of others, or art influences human behavior both individuals and groups.

Operationally it can be distinguished into five main functions of leadership, namely:

- a) Instruction Function
- b) Consultation Function
- c) Participation Function
- d) Delegation Function

e) Control Function

Work Environment

According to Nitisemito (2002: 183) argues "The work environment is everything that is around the workers who can influence themselves in carrying out the tasks that are charged". Whereas Sedarmayanti (2009: 2) reveals that "The work environment is the entire tooling equipment and materials faced, the surrounding environment in which a person works, the method of work, and the work arrangements both as individuals and as groups".

The indicators of the work environment according to Nitisemito (2002: 183) consist of:

- 1) Work Atmosphere
- 2) Relationship with colleagues
- 3) Relationship between subordinates and leader
- 4) Activities for employee

RESEARCH METHODOLOGY

Testing Data Begins From Test Validity, Reliability Test Descriptive Analysis Research Variables (Analysis of Respondents' Answers), and hypotheses. Hypothesis testing aims to test whether there is an influence of the independent variables that have an effect on the dependent variable. The research hypothesis was tested using Multiple linear regression analysis. this multiple linear regeresi analysis is expressed in form :

$$\hat{Y} = a + bX_1 + bX_2 + e$$

RESEARCH RESULTS

This research is a quantitative study carried out on employees of the Investment Office and One-Stop Integrated Services in Gorontalo City by distributing questionnaires / research questionnaires to respondents who met the standard samples determined by previous researchers. The research data used in this study is primary data obtained by using a list of statements (questionnaires) that have been distributed directly. The number of respondents who were the subjects of the study were 42 respondents who met the standards of the study sample. The questionnaire distributed was then awaited by the researchers so that the 42 questionnaires returned.

a. Leadership Variable

The results of the descriptive analysis for the Leadership variable. The results found that the Leadership variable lies in the criteria that are "good enough" with a score of 63.40% . This shows that the head of Gorontalo City's One-Stop Integrated Services and Investment Service has an appropriate leadership style but there are still various things that must be addressed in order to create effective work results from employees in carrying out and carrying out their duties and functions as employees of the Investment Office and Services Gorontalo One-Stop Integrated City. With the appropriate leadership style it will be able to encourage employees to work effectively so that the results of their work will be more maximal

It can also be known that the highest statement score that is in statement 8 is 82.38% which indicates that the leadership is trying to be involved in service activities and achievement of work targets and viis of the mission and objectives of Gorontalo City One Stop Services and Investment Services. Then the lowest statement in statement 5 is 42.86% which shows that the leader in giving the assignment is not accompanied by giving a briefing or explanation of the job responsibilities given by the leader to Gorontalo City Investment and One-Stop Service Service staff

b. Work Environment Variable

Descriptive analysis results for work environment variables. The results found that the work environment variable lies in good criteria with a score of 72.10% . This shows that Gorontalo City's One-Stop Integrated Service and Investment Service staff felt a conducive working environment that was able to make a good lever of the work of the employees. With the

creation of a suitable physical and non-physical environment in the Gorontalo City One Stop Investment and Service Office, employees will be more enthusiastic in carrying out their duties.

It can also be seen that the highest statement score is in statement 1 and statement 9 of 80.48% which indicates that there is an appropriate allowance and the existence of a good working relationship between employees in the Gorontalo City One Stop Service and Investment Service. Then the lowest score is in statement 6 of 56.19% which shows that the leader has not set a standard rule and targets that must be achieved by employees in carrying out their duties and functions as employees in the Gorontalo City Investment and One Stop Service.

c. Employee Work Effectiveness Variable

Descriptive analysis results for employee work effectiveness variables. The results found that the employee work effectiveness variable lies in good criteria with a score of 73.78%. This shows that the Gorontalo City Investment and Integrated One-Stop Service Service staff has work results that are in accordance with the established work targets so that the work of these employees becomes more optimal and quality. With the achievement of appropriate work, it will have an impact on achieving the vision, mission and objectives of Gorontalo City One Stop Investment and Service Office

Data Normality

The Kolmogorov Smirnov One Sample test results can be described below:

Table 1: Normality Test Result

One-Sample Kolmogorov-Smirnov Test								
	N	Normal Parameters ^a		Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
		Mean	Std. Deviation	Absolute	Positive	Negative		
Kepemimpinan	42	41,1050	6,37502	,126	,126	-,076	,818	,515
Lingkungan Kerja	42	44,9046	6,91224	,090	,090	-,061	,586	,882
Efektivitas Kerja	42	44,6789	7,86412	,088	,059	-,088	,567	,904
Unstandardized Residual	42	,000000	5,5980303	,088	,088	-,086	,568	,904

a. Test distribution is Normal.

b. Calculated from data.

Source: Processed Data SPSS 21, 2018

From the table above it can be seen that all variables have a probability value or significance greater than 0.05 so that the data in this study meet the normality test.

Multicollinearity Testing

The Leadership variable has a VIF value of 1,193 and the VIF work environment is 1,193. The tolerance value is smaller than the standard number 10. So that in this study there were no symptoms of multicollinearity or fulfilling the multicollinearity test of the research data.

Data Heteroscedasticity Testing

The results of heteroscedasticity testing using the glejser method are presented in the following table:

Table 4.2: Glejser Heteroscedasticity Test Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	6,486	4,131		,125
	Kepemimpinan	-,160	,091	-,296	,085
	Lingkungan Kerja	,099	,084	,199	,243

a. Dependent Variable: Abs_Residual

Source: Processed Data SPSS 21, 2018

Based on the results of processing the data above, it can be seen that the significance value or Probability Value (P-Value) is 0.085 for leadership and 0.243 for the work environment. The significance value of the test is greater than the alpha value of 0.05. So it was concluded that the regression model had no problems with heteroscedasticity

Regression Analysis

The results of the analysis with the help of the SPSS program are shown in table 16 as follows:

Table 3: Regression Analysis Result

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	3,305	6,986		,473
	Kepemimpinan	,300	,154	,244	1,957
	Lingkungan Kerja	,646	,142	,568	4,564

a. Dependent Variable: Efektivitas Kerja

Source: Processed Data SPSS 21, 2018

Based on the results of the analysis, the multiple linear regression equation model is :

$$\hat{Y} = 3,305 + 0,300X_1 + 0,646X_2 + \varepsilon$$

- 1) **Influence of Leadership on the effectiveness of work of employees in the Gorontalo City Investment and One-Stop Services.**

Based on the analysis obtained Leadership elasticity of 0.300 and a positive effect on the effectiveness of work in the Department of Investment and One-Stop Services in Gorontalo City. Positive elasticity shows that the leadership with the effectiveness of employees in Gorontalo City's One-Stop Integrated Services and Investment Services is in a rational area. Then based on the t-test value obtained tukey value of 1.957 which the Leadership significance value (0.058) is greater than the probability value of 0.05. So that it can be concluded that Leadership has a positive but not significant effect on the work effectiveness of employees in the Investment Office and Integrated One-Stop Services in Gorontalo City.

- 2) **Effect of the work environment on the work effectiveness of employees in the Gorontalo City Investment and One-Stop Services**

Based on the analysis, it was found that the working environment elasticity was 0.646 and had a positive effect on the work effectiveness of employees in the Gorontalo City Investment and One Stop Service. Positive elasticity shows that the work environment with the work effectiveness of employees in the Gorontalo City One Stop Service and Investment Services is in a rational area. Then based on the t-test value obtained tukey value of 4.564 which the significance value of the work environment (0.000) is smaller than the probability value of 0.05. So that it can be concluded that the work environment has a positive and significant effect on the effectiveness of work of employees in the Gorontalo City Investment and One Stop Service.

Simultaneous Testing (F Test)

The results of simultaneous testing with the help of the SPSS 21 program are shown in table 17 below :

Table 4: Simultaneous Test Result

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	F
1	Regression	1250,765	2	625,382	18,983
	Residual	1284,856	39	32,945	
	Total	2535,621	41		

a. Dependent Variable: Efektivitas Kerja

b. Predictors: (Constant), Lingkungan Kerja, Kepemimpinan

Source: Processed Data, 2018

Based on the table above, the F-count value of this study is 18.889 with a significance value or probability of 0.000. the probability value obtained from the test is smaller than the alpha value of 0.05. So that as a whole it can be concluded that the independent variables (Leadership and Work Environment) together have a significant effect on the variable effectiveness of employees in the Investment Office and One Stop Integrated Services in Gorontalo City.

Determination Coefficient Testing

To find out the magnitude of the coefficient of determination (R^2) can be seen in table 18 below :

Tabel 5: Determination Coefficient

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,702 ^a	,493	,467	5,73978

a. Predictors: (Constant), Lingkungan Kerja, Kepemimpinan

Source: SPSS Processed Data, 2018

Based on the results of the coefficient of determination analysis in the table above shows the magnitude of the determination coefficient or R Square number is 0.493. This value shows that as much as 49.3% variability The work effectiveness of Gorontalo City Investment and Integrated One-Stop Service staff can be influenced by Leadership and Work Environment, while the remaining 50.7% is influenced by other variables not examined in this study. The other variables are in the form of organizational culture variables, work discipline, compensation, work ability, work placement, work motivation and employee competency

DISCUSSION

The Influence of Leadership on the Effectiveness of Employees' Work in the Gorontalo City One Stop Service and Investment Services

The results of the regression analysis showed that the elasticity of leadership was 0.300 and had a positive effect on the effectiveness of work in Gorontalo Investment and One-Stop Services in the City of Gorontalo. Positive elasticity shows that the leadership with the effectiveness of employees in Gorontalo City's One-Stop Integrated Services and Investment Services is in a rational area. So that it can be concluded that Leadership has a positive but not significant effect on the work effectiveness of employees in the Investment Office and Integrated One-Stop Services in Gorontalo City.

Leadership is the overall pattern of the actions of leaders, both visible and unseen by their subordinates. A person's leadership style is a behavior pattern that the person shows when influencing other people's activities as perceived by others. Effective leaders will be able to carry out their functions well, not only shown the power they have but also shown by the leaders' attention to employee welfare and satisfaction towards leaders and improving employee quality, especially protecting attitudes to strengthen employee willingness to carry out tasks to achieve goals organization

The test results are not significant because based on the descriptive analysis for the Leadership variable it was found that the Leadership variable lies in the criteria that are "quite good" with a score of 63.40%. This shows that the head of Gorontalo City's One-Stop Integrated Services and Investment Service has an appropriate leadership style but there are still various things that must be addressed in order to create effective work results from employees in carrying out and carrying out their duties and functions as employees of the Investment Office and Services Gorontalo One-Stop Integrated City. With the appropriate leadership style it will be able to encourage employees to work effectively so that the results of their work will be more maximal.

Non-significant results also as stated by Leaders have Rivai, (2013) Leadership (leadership) is the process of influencing or giving examples to followers through the communication process in an effort to achieve organizational goals. Responsibility both physically and spiritually towards the success of work activities from being led, so that being a leader is not easy and will not have everyone in common in carrying out their leadership. So

that when the leadership of an organization is not so optimal, the impact on work effectiveness is not so effective.

Effect of the work environment on the work effectiveness of employees at the Gorontalo City Investment and Integrated One-Stop Service

If the employee likes the work environment where he works, then the employee will feel at home in his workplace for a long time to complete his work, so that work time can be used effectively and efficiently. This results in high employee productivity and optimism for employee work performance is also high. The work environment intended here includes salaries and benefits, work facilities and working relationships formed between fellow employees, the relationship between employees and subordinates and the physical environment where employees work

These results clearly support the statement of the theory expressed by Simanjuntak, (2003: 39) that the work environment can be interpreted as the entire tooling device faced, the surrounding environment in which a person works, his working method, as the effect of his work both as individuals and as a group. So that the work environment is everything that exists around workers / employees that can affect job satisfaction of employees in carrying out their work so that maximum work results will be obtained, where in the work environment there are work facilities that support employees in completing tasks that are charged to employees to improve employee work in a company

The Influence of Leadership and Work Environment on the effectiveness of work of employees in the Gorontalo City Investment and One Stop Service

Many factors influence work effectiveness, including leadership and work environment. The regression results found that Leadership and the Work Environment together had a significant effect on the variable work effectiveness of employees in the Gorontalo City Investment and One-Stop Services. The determination coefficient or R Square number is 0.493. This value shows that as much as 49.3% variability The work effectiveness of Gorontalo City Investment and Integrated One-Stop Service staff can be influenced by Leadership and Work Environment, while the remaining 50.7% is influenced by other variables not examined in this study. The other variables are in the form of organizational culture variables, work discipline, compensation, work ability, work placement, work motivation and employee competency.

Work effectiveness is a condition to achieve the expected or desired goals through the completion of work in accordance with a predetermined plan. The understanding of effectiveness according to experts includes the following. According to Siagian (2012: 24) effectiveness is the utilization of resources, facilities and infrastructure in a certain amount that is consciously set beforehand to produce a number of goods for the services of the activities carried out. Effectiveness shows the success in terms of achieving the goals set. If the results of activities are getting closer to the target, the effectiveness will be higher. Besides that Schermerhon (2010: 5), said that work effectiveness is a measure of the achievement of a task and purpose. If it is observed that the effectiveness of work in an organization both private and government, the target is focused on the implementation process and the level of success of the activities carried out by the employees themselves. the activity in question is a business that can provide maximum benefit to the organization. The terms effective and (efficien) are terms that are interrelated and deserve to be internalized in an effort to achieve the goals of an organization. In principle, the effectiveness of individual members in carrying out their duties is in accordance with their respective positions and roles within an organization.

CLOSING

Based on the results of the research and discussion above, the research conclusions can be drawn as follows:

1. Leadership has a positive but not significant effect on the effectiveness of employees in Gorontalo Investment and One-Stop Services in the City of Gorontalo. This is because based on the results of the descriptive analysis shows that the Leadership variable lies in the criteria that are "good enough".

2. The work environment has a positive and significant effect on the work effectiveness of employees in the Gorontalo City Investment and One Stop Service. Meanwhile, the results of the descriptive analysis show that the working environment variable lies in good criteria.
3. Leadership and work environment together have a positive and significant effect on the variable work effectiveness of employees in the Gorontalo City Investment and One Stop Service. 49.3% variability Employee effectiveness can be influenced by leadership and work environment while the remaining 50.7% is influenced by other variables such as organizational culture, work discipline, compensation, work ability, work placement, work motivation and employee competency

SUGGESTION

Based on the suggestion above, the suggestions needed are:

1. In an effort to improve the work effectiveness of employees, it is better for the leadership to give assignments accompanied by giving direction or explanation of the responsibilities of the work given. In work, of course, employees find difficulties in working, so the tasks are first explained by the leadership so that the direction and goals to be achieved from the job will be better
2. The leader has not set a standard rule and targets that must be achieved by employees in carrying out their duties and functions and optimizing the appropriate work environment. So that in an effort to increase work results, the leadership and employees need to conduct an evaluation in the process to the results of the work so that there is a trend of increasing employment.
3. In an effort to provide theoretical benefits, it is important for future researchers to develop this research by adding other variables that have the potential and theoretically can affect employee work effectiveness or use other more relevant analyzes such as path analysis or Structural Equation Modeling (SEM)

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