



AN EXAMINATION OF HOW EMPLOYEE PERFORMANCE AT KEMENDIKBUDRISTEK IS IMPACTED BY LEADERSHIP STYLE, WORK ENVIRONMENT, MOTIVATION, AND CAREER DEVELOPMENT

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Abstract. The aim of the test is to insure the effect of leadership style partially or simultaneously, work environment, motivation, and employee development on employee performance at Kemendikbudristek. Questionnaires are sent as part of a combined procedure used in this study to collect data. The sample consisted of 95 employees of the Kemendikbudristek, utilizing the Slovin equation with a 5% error rate (e). Analysis of multiple linear regression is the analysis of data technique employed, in addition to t, F, as well as assessments of coefficients of determination. The equation $Y =$ the determination coefficient value obtained, which is the coefficient of determination of the employee performance variable that the variable explains, is the result of the analysis of multivariate linear regression. It is anticipated that this study will examine how Kemendikbudristek employees perform in relation to leadership style, work environment, motivation, and career growth.

Keywords Leadership, employee performance, career advancement, work atmosphere, motivation, and human resource management

INTRODUCTION

KEMENDIKBUDRISTEK is tasked with carrying out the creation and execution of primary school education policies through the Primary School Directorate's Strategic Plan (Renstra). This strategic plan clearly describes the relationship between goals, strategies, programs, and activities carried out to raise the caliber of results and output. To accomplish the strategic plan targets, the Primary School Directorate requires high commitment from each working group in in line with their responsibilities and roles. Therefore, the role and participation of all parties are needed to realize the programs that have been designed so that they can be implemented comprehensively and sustainably. In this case, An agency's success is significantly impacted by its employees' performance. Performance of Employees is the degree to which work outcomes are attained or the implementation of certain tasks by person or group at a specific time frame, which reflects how well the person or group fulfills the requirements of a job in an attempt to fulfill agency objectives (Nurjaya, 2021). According to Sihite et al. (2024) The work atmosphere, motivation, career growth, and leadership style all affect how well employees perform.

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Leadership style affects how well employees perform; it can show, either directly or indirectly, how confident a leader is in the skills of his employees, subordinates, leader-employee relationships, and places of worship, among other things, which encourage employees to be enthusiastic about their work. Motivation also affects employee performance. As stated by Ajabar (2020), work motivation is how to guide employees' potential and power to collaborate and work effectively in order to meet agency objectives. Work motivation is the drive, reason, desire, and effort to exert high effort on work situations and environments in an agency to achieve common goals (Suryani, 2008). Career development also influences employee performance. Career development is an effort carried out by every employee or agency to encourage themselves to work optimally to serve and improve their skills in carrying out all work, which is the duty and responsibility of the agency's functions, both profit and profit agencies. A non-profit agencies explains that career development as a pattern of work-related experiences includes a person's journey and conditions that demonstrate an improvement in a person's standing within an organization along the chosen career path. (Suryanto, 2023).

LITERATURE REVIEW

1. Leadership Style

According to (Bahadur Lama et al., 2024) leadership style is a science that thoroughly investigates how to motivate, influence, and oversee workers to complete tasks.. Hutahaean (2021) explains that The characteristic, habit, temperament, character, and unique personality of a leader can distinguish him from others and impact his behavior and leadership style.

2. Workplace

The surroundings of employees make up the work environment, both physical environments such as air conditioning, lighting and building facilities and non-physical ones such as security, comfort, work safety, cleanliness, and welfare, that influence and increase employee morale in performing their responsibilities and duties (Darmadi, 2020)

Factors that Influence the Work Environment

Employees are able to carry out their work well if environmental conditions support them in carrying out their duties and obligations optimally, safely, and comfortably. The work environment is one of the priorities considered by employees to develop the potential and skills within employees and to make the work environment a means of building connections and friendships so that employees spend more time working. Work environment elements that could affect how well employees perform are:

- a. Elements in the work environment, such as room ventilation, external lighting, seating arrangements, water quality in the toilet or kitchen, food quality, etc., regularly clean and maintain health.

- b. The company's financial security means that employees do not get stressed easily at work and do not have to worry that at any time employees could lose their jobs, causing them to worry that they will be more susceptible to illnesses such as stress, depression, hypertension, ulcers, or even suicidal thoughts.
- c. Team Building. Agencies must provide facilities and activities that build team cohesion. Team-building activities are useful so that each employee shares their experiences at work so that employees have comfortable working when they know each other, so there are no disputes or drama.
- d. Work-Life Balance. Leaders must realize that the decisions they take not only affect the development of the agency but also the lives of employees. Employees invest a lot of time at work; on the other hand, the agency must make the right decisions regarding working hours, salary, leave, and allowances, which influence employee trust in the agency, so that employees believe that the agency also pays attention to the employee's life outside of work.
- e. Flexibility in the workspace. Agencies need tight deadlines and schedules to achieve targets and expected results. Employees need time to look for inspiration and creative ideas so that they become more productive and have flexibility in working, so trust is needed.
- f. Appreciation and development of potential. Appreciation and development of potential are factors that influence the work environment because employees need appreciation and development of potential for the performance they have dedicated to the company.

Indicators of the Work Environment

According to Kusuman (2021), Workplace indicators fall into two categories: physical and non-physical.

a. The actual workplace

The state of the business surrounding the workplace is known as the physical work environment.. First, air circulation. Good air exchange creates freshness and health, thus creating a feeling of comfort and influencing employee morale. Second, color. The appropriate hue for the walls and other equipment will ensure that employees are happy and calm at work. Third, security. Agencies can strive for security by employing an appropriate number of security guards (security units) in the office, providing facilities to security guards such as tools that can easily detect suspicious people, goods, or things, monitoring equipment in the form of connected CCTV (Closed Circuit Television). with agency computers installed at the gate, in every room, and sanitizing fluids available in strategic places. Fourth, space. Space influences the movement of workers to do tasks activities to complete the tasks and responsibilities that must be completed. Fifth, cleanliness. Employee comfort, morale, and health are all impacted by a clean workplace., and influence employees' mental health to work more enthusiastically and passionately. Sixth, lighting. Lighting supports workers to do tasks more thoroughly and effectively, which boosts worker productivity Since their eyes don't tire as easily, they can work faster, and they make less mistakes. Seventh, temperature. Temperature has a different effect on each employee because each employee's adaptability varies depending on the area where they lives. Eight, sound. Employee health and concentration may suffer as a result of workplace noise. To overcome noise, equipment that has a loud sound, such as typewriters, telephones, motorbike parking, etc., is positioned in a designated space to

avoid interfering with other workers' ability to perform their jobs. Nine, furniture. Furniture relates to the size and placement of items that must be adapted to the room so that the placement does not interfere with employee movement in completing work. Ten, smelly. The odors inhaled by employees greatly affect the feelings and emotions of employees, whether the odor stings the nose or the unpleasant odor causes employees to be unable to concentrate and disrupt their health. Eleven, Humidity. Hot air and high humidity affect the body's balance and speed up the heart rate because blood circulation becomes more active to meet oxygen needs. This condition greatly influences the stability and condition of the employee's body when carrying out and completing the tasks or work that must be done. Twelve, decoration. Decoration aims to beautify and comfort the eyes when employees feel tired from work. Thirteen, music. The music played in the work room aims to reduce emotions and stress due to work that must be completed within the specified time.

a. The non-physical workplace

The non-physical work environment fosters collaboration between coworkers in the same position within the organization as well as between superiors and subordinates. The conduct of every employee in the organization is influenced by habits. Good social relations are reflected if employees have good relationships not only with leaders but also with other employees. Good social relations not only make employees feel comfortable

3. Motivation

According to Bandhu et al. (2024) motivation indicates support or providing a motivating factor that instills excitement among workers to collaborate, work efficiently, and be a part of every endeavor to attain fulfillment. The state or energy that propels workers toward accomplishing the organization's objectives is known as work motivation.

Factors That Influence Motivation

Employee motivation is influenced by two factors, namely:

- a. A. Internal elements. Internal factors are those that originate within an individual. For instance, if an employee wants to receive an acceptable score on a performance review, he or she would align his or her views and conduct to meet the established performance review requirements. This has to do with the qualities or abilities that an employee have to do a task, like self-efficacy. Self-efficacy is the belief in one's own self-confidence and capacity to perform tasks in order to succeed.
- b. Outside influences. External variables are those that originate from outside the employee, including work that involves responsibilities, business policies, promotions, awards, salary, and working conditions. When there is leadership support and a positive work environment, employees are more motivated, which affects job satisfaction.

4. Career Development

Setyawati (2022) provided an explanation of One indicator of an employee's rising prominence inside the organization is career growth., which is caused by changes in values, attitudes, and motivation due to increasing age and becoming more mature, the existence of efforts carried out formally and sustainably, focused on increasing employee capabilities, as well as personal improvements made to achieve a career. It can be said that career development includes the development of the employee himself, which is supported by efforts or processes to achieve it, improving employee attitudes, and

increasing authority and position within the agency. Meanwhile, according to Hosen et al. (2024) Career development is the process of improving oneself in order to advance in one's career. In other words, the agency or leadership has prepared a plan regarding what needs to be done to develop the employee's career while working.

5. Employee Performance

Putri (2020) explains that an employee's job function inside an agency during a specific time period determines their performance, which shows how well they meet job requirements in an effort to meet agency goals. State that Performance is the outcome of labor accomplished by fulfilling assigned duties and responsibilities within a specific time frame. Putri (2020) outlines how skills and experience, design, motivation, organizational culture, leadership, leadership style, work environment, job satisfaction, loyalty, dedication, and work discipline, and compensation are all aspects that affect performance. Nurjaya (2021) stated that the purpose of The purpose of employee performance reviews is to evaluate how well employees have performed their jobs in carrying out the work carried out and make decisions regarding this assessment for career development and strengthening the quality of relationships between leaders and employees.

According to Marshall et al. (2024), the benefits of performance include improved performance. Agencies can find out what employees need to improve performance so that they can make joint agreements to progress further. Placement decisions that assist agencies in carrying out promotions, transfers, and demotions of employees are based on the findings of employee performance reviews that have been conducted. Performance improvement refers to changes to work systems that have been used for a specific amount of time but do not produce the results desired. Training and development where poor performance indicates the need for training and potential that must be developed, and human resource feedback. Employee achievements can be seen in the performance that has been achieved.

Previous Research

Previous research conducted by several researchers stated found employee performance was partially influenced by work environment, work discipline, motivation, and leadership style, and that these factors all had an impact on employee performance at the same time.

Influence Between Variables

Employee Performance and Leadership Style's Effect

A leader's conduct is referred to as their style in influencing, directing, and understanding employees to work and achieve company goals (Sutrisno, 2016). Several Previous research has shown that a leader's style has a positive and noteworthy effect on worker performance.

The Impact of Workplace Conditions on Employee Outcomes

According to Darmadi (2020), Everything that surrounds and inspires employees is considered the work environment them to fulfill their responsibilities and tasks in order to perform better. Prior studies have demonstrated believe Employee performance is positively and significantly impacted by the work environment.

Motivation's Effect on Employee Performance

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Every worker requires inspiration in order to work better., such as providing bonuses, awards, attention, and incentives, which can build employee morale so that employee performance and motivation are positively correlated. (Syamsiah in Anisa, 2022). Prior studies have demonstrated that motivation significantly and favorably affects performance of employee

The Impact of Career Development on Worker Performance

Career development includes the development of the employee himself, which is supported by efforts or processes to achieve it, improving employee attitudes, and increasing authority and position within the agency (Sutrisno, 2016). Employee performance is significantly and favorably impacted by career development, according to earlier studies.

An examination of how work environment, motivation, style of leadership, and career development affect employee performance

The milieu that surrounds workers and affects their capacity to fulfill their responsibilities is known as the work environment. The behavioral pattern used by business executives to persuade staff to work at their highest level Leadership style is the process of meeting the organization's goals and performance targets. The work environment and leadership style can be work motivation for employees by providing praise and appreciation for achievements that have been given to employees for work that has been achieved according to targets and even exceeding targets set by the company so that workers feel valued and taken care of for the contributions given to the company and create satisfaction for employees working better. Awards given by the company for employee achievements will make employees compete for employee career development. Developing employees' careers in carrying out work in accordance with their knowledge, educational background, and experience can make work more effective and efficient. Applying a comfortable work environment and good leadership style by providing direction will motivate employees to develop their careers so that they will improve their performance.

METHODS

Source of data

Employees of Direktorat Sekolah Dasar, KeKementerian Pendidikan, Kebudayaan, Riset, and Teknologi, situated in Senayan, Kec. Tanah Abang, Kota Jakarta Pusat, Daerah Khusus Ibukota Jakarta 10210, at Jl. Jend. Sudirman No.18, RT.14/RW.1, provided both primary and secondary data for this test.

Data Collection and Selection Methods

Method of collecting data

In collecting data, the author prepared this thesis using two research methods, namely a literature study and a field study. The methodology This study employs a quantitative methodology.

Both the population and the sample

123 persons made up the study's population, which was then divided by 95 samples, or responders, using the Slovin formula.

RESULTS

Instrument Test

Validity test

Leadership Style

All correlation coefficient values for each item with a calculated total score of $r > r_{table}$ 0.2039. The items can therefore be employed as a data collection method in this study since it has been determined that they are valid or capable of measuring these characteristics. A reliability test will be used to reevaluate the validity test results.

Work environment

All correlation coefficient values for each item with a total score of $r_{calculated} > r_{table}$ 0.2039. The items can therefore be employed as a data collection method in this study since it has been determined that they are valid or capable of measuring this variable. A reliability test will be used to reevaluate the validity test results.

Motivation

All correlation coefficient values for each item with a total score of $r_{calculated} > r_{table}$ 0.2039. The items can therefore be employed as a data collection method in this study since it has been determined that they are valid or capable of measuring these characteristics. A reliability test will be used to reevaluate the validity test results.

Career Development

All correlation coefficient values for each item with a total score of $r_{calculated} > r_{table}$ 0.2039. The items can therefore be employed as a data collection method in this study since it has been determined that they are valid or capable of measuring these characteristics. A reliability test will be used to reevaluate the validity test results. It is possible to draw the conclusion that there is importance based on the findings of the validity tests for the factors related to work environment, career advancement, and motivation, and leadership style. With an alpha of 5% and a df (degree of freedom) of $95 - 4 = 91$, the indicators' validity is examined, yielding a r_{table} value. Because $r_{count} > r_{table}$, this demonstrates that the validity test of every variable is legitimate.

Test of Reliability

The reliability test for this study to ascertain whether the measuring a instrument is sufficiently reliable to be used in further research. if the Cronbach's alpha value is greater than 0.60 it is regarded as reliable and all variabel in this result is reliabels

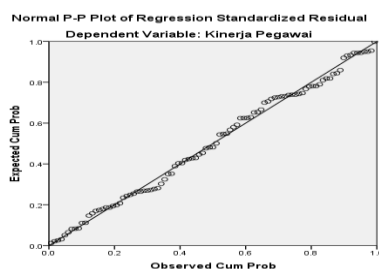
Classic assumption test

Test of normalcy

The aim of the normality test is to find out whether the independent and dependent variables are normally distributed. If the data moves in the direction of the diagonal line and is spread around it, then the regression model must meet the normality assumption according to the normality test.

Figure 2 Normality Test Results

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Source: SPSS 23 output from processed primary data

Figure 2 indicates that all of The data distribution is centered on the line of diagonal, mean that it is regularly distributed and meeting the requirements of the normality test. If the data is distributed around the line of diagonal and moves in the same direction, the regression model satisfies the normality requirement.

Test of Multicollinearity

To find out whether the regression model finds a relationship between the independent variables using the multicollinearity test. The results of the multicollinearity test are shown below.

**Tabel 1 Multicollinearity Test Result
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	0,229	2,860		0,080	0,936		
Leadership Style	0,559	0,187	0,258	2,985	0,004	0,270	3,705
Work Environment	0,215	0,057	0,332	3,754	0,000	0,257	3,896
Motivation	0,157	0,083	0,170	1,895	0,061	0,250	4,006
Career Development	0,463	0,154	0,233	3,013	0,003	0,335	2,981

a. Dependent Variable: Employee Performance

Source: SPSS 23 output from processed primary data

According to table 1, Each independent variable's tolerance value is as follows: career development (X4) = 0.335, work environment (X2) = 0.257, motivation (X3) = 0.250, and leadership style (X1) = 0.270. Leadership style (X2) = 3.705, work environment (X1) = 3.896, motivation (X3) = 4.006, and career development (X4) = 2.981 are the independent variables whose VIF values are also known. Tthe conclusion that the variables of independent do not display multicollinearity because this variable's tolerance is higher than 0.1 and its VIF is less than 10.

Test of Autocorrelation

The Durbin-Watson method was used to perform the autocorrelation test. The following explains how to find autocorrelation in a regression analysis model:

Table 2 Test of Autocorrelation

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.905 ^a	.819	.811	4.136	2.035

a. Predictors: (Constant), Career Development, Leadership Style, Work Environment, Motivation

b. Dependent Variable: Employee Performance

Source: SPSS 23

Table 2 was used to calculate the Durbin-Watson (d) value, which came out to be 2.035. Comparing the Durbin-Watson table with a sample size of 95, four independent variables ($k=4$), and a sig value of 5%, the dU value is 1.7546. As a result, $4 - dU = 2.2544$ can be found. Since the d value lies between $dU < d < 4$ and dU ($1.7546 < 2.035 < 2.2544$), there isn't autocorrelation.

Analysis of Multiple Linear Regression

The following table displays the findings of the analysis of multiple linear regression used in this research:

Table 3 Test of Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,229	2,860		0,080	0,936
	Leadership Style	0,559	0,187	0,258	2,985	0,004
	Work Environment	0,215	0,057	0,332	3,754	0,000
	Motivation	0,157	0,083	0,170	1,895	0,061
	Career Development	0,463	0,154	0,233	3,013	0,003

Dependent Variable: Employee Performance

Source: SPSS 23

From table 3 when written in simple form, the regression results are as follows:

$$Y = 0,229 + 0,559X_1 + 0,215X_2 + 0,157X_3 + 0,463X_4$$

The following conclusions were drawn from the aforementioned analysis:

- The constant value is 0.229, meaning if the influence of motivation, development of career, environment of work, and leadership style is equal to zero, the work productivity value at the Direktorat Sekolah Dasar, Kementerian Pendidikan Kebudayaan, Riset, dan Teknologi is 0.229.
- The value of the environment of work variable's multiple linear regression coefficient is 0.215, which is positive. This implies that for every unit increase in pay, performance will increase by 0.215.
- The leadership style variable has a positive multiple linear regression coefficient value of 0.559. This could mean that performance rises by 0.559 for every unit increase in the environment of work
- The motivation variable has a positive multiple linear regression coefficient value of 0.157. This could be interpreted as meaning that for every unit improvement in work discipline, performance will increase by 0.157.

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- d. The professional development variable has a positive multiple linear regression coefficient value of 0.463. This could be interpreted as meaning that for every unit improvement in work discipline, performance will increase by 0.463.

Correlation Test (r)

- a. The correlation coefficient between performance employee and the leadership style variable was 0.825. These results suggest that there is a weak but favorable correlation between performance of employee and the environment of work. The increasing leadership style would therefore affect employee performance at KEMENDIKBUDRISTEK
- b. Based on the correlation coefficient between employee performance and work environment features, the outcome was 0.850. These results suggest that there is a very weak but positive relationship between staff performance and leadership style. This suggests that as the work environment at KEMENDIKBUDRISTEK improves, employee performance would be affected.
- c. Based on the correlation coefficient between the motivation component and performance, the outcome was 0.818. These results support the notion amotivation has a negligible but favorable result on performance. This means that increasing motivation will affect worker performance at KEMENDIKBUDRISTEK.
- d. The correlation coefficient between performance and the career development variable was 0.791. These results support the notion that performance is positively but marginally impacted by motivation. This implies that raising employee motivation will impact their performance at KEMENDIKBUDRISTEK.

Test of Coefficient of Determination

Tabel 4 Coefficient of Determination Test Result

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.905 ^a	.819	.811	4.136

b. Predictors: (Constant), Career Development, Leadership Style, Work Environment, Motivation

b. Dependent Variable: Employee Performance

Source: SPSS 23 output from processed primary data

The R2 coefficient of determination, as determined by the data in Table 4, is 0.811, or 81.1%. This suggests that 81.1% of performance is influenced by the four independent factors of leadership style, work environment, motivation, and advancement of career.. The remaining 18.9%, however, was impacted by variables not included in the study.

Hypothesis testing

A hypothesis is a strategy of making decisions based on the study of evidence from both uncontrolled observations and controlled experiments. According to preset probability bounds, a result is considered statistically significant in statistics if it is nearly impossible for the occurrence to have been generated by random factors. The t-test Finding out if individual factors significantly affect the variable of dependent is the goal of the t test. The following criteria were applied in this study's t test: t-table = 1.98667, degrees of freedom (df) = n-k-1 = 95-4-1 = 90, and confidence level = 95% (α)

=

5%).

Table 5 t-test results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0,229	2,860		0,080	0,936
Leadership Style	0,559	0,187	0,258	2,985	0,004
Work Environment	0,215	0,057	0,332	3,754	0,000
Motivation	0,157	0,083	0,170	1,895	0,061
Career Development	0,463	0,154	0,233	3,013	0,003

a. Dependent Variable: Employee Performance

Source: SPSS 23 output from processed primary data

From the SPSS output results in table 5, the conclusions are as follows:

- How leadership style (X1) affects worker performance (Y). A significance threshold of $0.004 > 0.05$ and a tcount of $2.985 < t_{table}$ of 1.98667 show that there is no appreciable effect of the style of leadership variable (X1) on worker performance.
- How employee performance (Y) is impacted by the workplace (X2). Workplace factors (X2) that affect employee productivity (Y) The environment of work variable has a tcount of $3.754 > t_{table}$ of 1.98667 and a significance level of $0.000 < 0.05$. Thus, the environment of work variable has a significant and partially beneficial impact on e performance of employe, as seen by the approval of Hal and the denial of Ho2.
- How motivation (X3) influences employee performance (Y). The variable's tcount is $1.895 < t_{table}$ 1.98667, and its significance level is $0.61 > 0.05$. As a result, both Ha3 and Ho3 are accepted, suggesting that there is no appreciable contact between the motivation variable and worker performance.
- The effect of career progression (X4) on performance (Y). The variable's tcount is $3.013 < t_{table}$ 1.98667, and its significance level is $0.003 > 0.05$. Consequently, Ha4 is accepted and Ho4 is rejected, suggesting that there is no appreciable effect of the career growth variable on worker performance.

Examination F

The effect of independent factors on changes in the value of the dependent variable is determined by examining the extent to which variations in the value of the independent variable can explain variations in the value of the dependent variable. As a result, an f test needs to be run. The following table displays the findings from the calculations

Table 6 Test Results F

ANOVA^a

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Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6960.553	4	1740.138	101.726	.000 ^b
	Residual	1539.553	90	17.106		
	Total	8500.105	94			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Career Development, Leadership Style, Work Environment, Motivation

Source: SPSS 23 output from processed primary data

According to table 6's regression model testing findings, the f-count value is 101.726 with a sig. level of 0.000 and the ftable is 2.71 for all variables in the simultaneous test (Ftest). Therefore, it may be said that the significance is $0.000 < 0.05$ and that Fcount is $101.726 > Ftable 2.71$. This demonstrates the viability of the calculated regression model. Therefore, the hypothesis that style of leadership, work environment, motivation, and career development all have a major effect on employee performance at the same time is accepted, but Ho5 is denied.

DISCUSSION

At a significance is 0.000, the test of the regression model test of simultaneous (Ftest) for all variables show that the fcount value is 101.726 and the f table is 2.71. Thus, it may be resumed that Fcount is $101.726 > Ftable 2.71$ and that significance is $0.000 < 0.05$. This illustrates the estimated regression model's feasibility. As a result, while Ho5 is rejected, the theory that leadership style, workplace culture, motivation, and career advancement all significantly affect employee performance simultaneously is accepted. How employee performance (Y) is impacted by leadership style (X1). A tcount of 2.985 $<$ ttable of 1.98667 and a significance criterion of $0.004 > 0.05$ suggest that there isn't appreciable effect of the style of leadership variable (X1) on worker performance. Workplace factors (X2) that affect employee productivity (Y). Workplace factors (X2) that affect employee productivity (Y) The environment of work variable has a t count of $3.754 >$ ttable of 1.98667 and a significance level of $0.000 < 0.05$. Consequently, Ha1 is accepted and Ho2 is rejected, suggesting theenvironment of work elements influence employee performance to a certain degree.

Motivation affects employee performance (Y) (X3). The variable's tcount is 1.895 $<$ ttable 1.98667, and its significance level is $0.61 > 0.05$. As a result, both Ha3 and Ho3 are accepted, suggesting theperformance employee is not much impacted by motivational factors. The effect of career advancement (X4) on performance (Y). The variable's tcount is $3.013 <$ ttable 1.98667, and its significance level is $0.003 > 0.05$. Consequently, Ha4 is accepted and Ho4 is rejected, suggesting that there isn't appreciable effect of the career growth variable on worker performance.

CONCLUSION

Considering the results of previous studies and discussions, it can be said that, whereas work environment factors significantly affect employee performance, leadership style factors have no appreciable impact on employee performance. Employee performance

was not significantly impacted by either the motivation or career advancement variables. Employee performance is significantly impacted by leadership style, workplace culture, motivation, and career growth at KEMENDIKBUDRISTEK

The hypothesis test's findings show that the factor that affects performance of employee the most is the environment work KEMENDIKBUDRISTEK (tcount of 3,754). It is followed by the employee ability variable (1.998667), career development (tcount of 3,013), leadership style (tcount of 2,985), and motivation (tcount of 1,895), which has the least impact on employee work productivity at KEMENDIKBUDRISTEK

LIMITATION

In this research, there is limited time in data management and there are many other variables beyond this that can influence employee performance. This research focuses on employees in elementary schools only, but this work environment is still quite broad. Career development still focuses on training and promotion only. Employee performance is still measured by productivity, customer satisfaction and work quality so that other factors and indicators can be added in future studies.

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