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The Influence of Leadership, Work Environment, and Innovative Work Behavior on Performance

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Abstract : *This study aims to examine whether there is a significant influence between leadership, work environment and innovative work behavior on the performance of the state civil servants. The agency studied is the Fisheries Departement of Pasuruan Regency. This research is qualitative research. The sample used was all employees, not only permanent civil servants but also field extension workers at the fishery service of PasuruanRegency amounted 65 people. This research uses simple random sampling method. The data analysis technique used is the classical assumption test and multiple regression test using Eviews Version 3.1 and SPSS Version 22.00 programs. This study obtained results that there is a simultaneous influence between leadership, work environmnent and innovative work behavior on performance, as well as influences partially between leadership and performance and innovative work behavior towards performance while the work environment does not have a partial effect on performance.*

Keywords-*leadership, work environment, innovative work behavior, performance*

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I. Introduction

Fisheries Departement of Pasuruan Regency is one of the government agencies that has the main task of organizing government affairs in the field of maritime affairs and fisheries based on the principle of autonomy and co-administration. In carrying out its basic tasks and functions, the Pasuruan Regency Fisheries Service must be able to make and determine strategic programs that will be implemented to solve problems that are strategic issues in the field of marine and fisheries in a planned, phased manner and have clear benchmarks and performance targets through APBD funding sources.The manager is the State Civil Apparatus in this case the staff of the Pasuruan Regency Fisheries Service and the field extension officers involved in providing direction and guidance in the use and development of the maritime and fisheries sector. In addition, those included in the management are all fisheries business actors, namely fishermen, fish cultivators, fishery processors and marketers.

Today, employee performance is a key element for the sustainability of an organization. Many factors determine employee performance of an organization, one of them is innovation. Rapid technological advances and high levels of competition demand continuous innovation, which in turn will improve employee performance in an organization. From the descriptions above, the author tries to focus this research by linking the influence of leadership as an independent variable on the performance of the Fisheries Service in Pasuruan Regency as the dependent variable with innovation as an intervening variable. Based on the problems found and at the same time to focus the discussion in this research.

The purpose of this study is to analyze the influence of Leadership, Work Environment and Innovative Work Behavior simultaneously and partially on the Performance of the Fisheries Service of Pasuruan Regency.

II. Heading S

1. Introduction

1.1 Leadership

A leader has intelligence, responsibility, healthy and has traits such as adult, the freedom of social relations, self motivation and achievement motivation and human relations work attitude.Many factors that can affect employee performance include education and training, work discipline, compensation, organizational climate, career path system, motivation, leadership. In this study take one of the factors that can improve team work. From the statement it can be understood that the recognition of the status of subordinates appropriately and professionally attached to a leader concerns the extent to which subordinates can accept and acknowledge their power in carrying out the leadership.

1.2 Work Environtment

Work Environment is related to everything that is around the work and that can affect employees in carrying out their duties, such as employee service, working conditions, employee relations within the company concerned. Meanwhile, Indicators of the work environment are as follows: lighting, air temperature, noise, use of color, space needed, job security, employee relations.

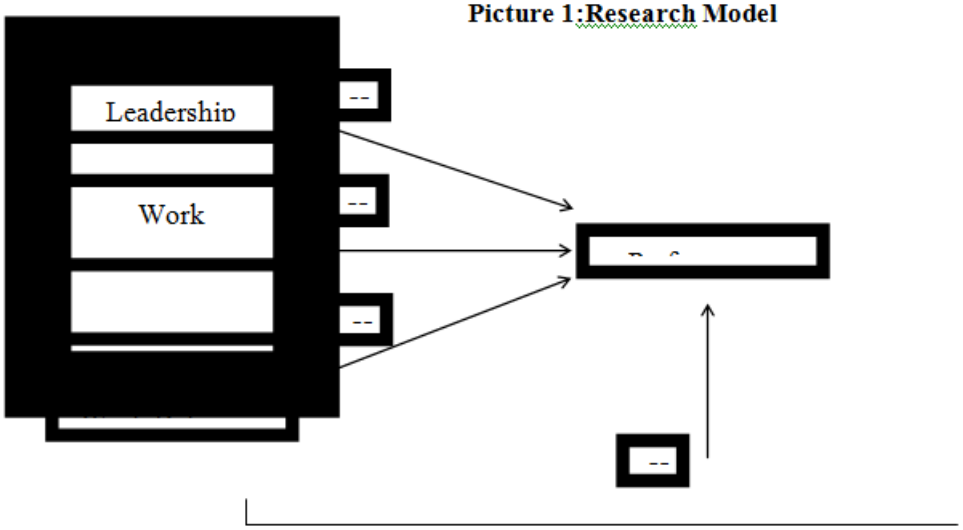
1.3 Innovative Work Behavior

Every innovation always be followed by a change, although in every change it will not always be followed by the emergence of new ideas, which positively influence changes, development and growth of an organization. There is an intersection of the area between innovation, creativity, and change, but operationally defines the three as having real differences (West, 1990).Forms of innovation can vary, ranging from minor innovations to innovations that are very important. Innovation can be found starting from only in the form of administrative-service procedure changes to innovations that occur due to technological changes.

1.4 Performance

The performance is a part of the work productivity section, productivity comes from the word "productive". This means something that contains the potential to be explored, so that productivity can be said to be a structured activity process in order to explore the potential that exists in a commodity or object. The philosophy of productivity can actually mean “the desire” and “effort” of every human being (individual or group) to always improve the quality of life and livelihood. Performance is the result of the execution of a work, whether physical or material or non-physical or non-material. Performance is the output produced by functions or indicators of a job or profession within a certain time.

Picture 1:Research Model



2. Hypothesis Development

2.1 There is a simultaneous influence of Leadership, Work Environment and Innovative Work Behavior on the Performance of the Fisheries Service of Pasuruan Regency

There are 3 factors that can be other variables that affect performance in addition to the three independent variables studied. Performance is a combination of three important factors including the ability and interest of a worker, ability and acceptance of the explanation of delegation of duties and roles, and the level work motivation. These factors are important because a job is not easy to solve properly by employees if the level of employee motivation is low, and without interest, and does not have the ability to support the work of a job.

2.2 There is a partial influence of Leadership, Work Environment and Innovative Work Behavior on the Performance at the Fisheries Departement of Pasuruan Regency

The magnitude of the potential of natural resources and the diversity of human resources in the maritime and fisheries sector requires the dynamic and innovative role of its managers in utilizing and developing these potentials so as to achieve the development of marine and fisheries optimally towards the welfare of fisheries communities in particular and the community of Pasuruan district in general

III. Indentations And Equations

1. Research Methodology

The type of research used in this research is explanatory research. Researchers used data collection techniques through questionnaires, the questionnaire in this study used measurement guidelines in a Likert-line Scale consisting of 5 (five) answer categories.Data analysis method uses classical assumption test and multiple linear regression test to find out the model or form of influence relationship between variables and to know the positive or negative influence

2. Population

The population in this study were all employees, both permanent employees (Civil Servants) and Field Extension Workers at the Fisheries Service of Pasuruan Regency, amounting to 65 people. A total of 65 questionnaires were distributed to employees at the Fisheries Service of Pasuruan Regency.

3. Research Variable

In this study there are 4 types of variables, they are independent variables namely leadership, work environment, innovative work behavior and dependent variable namely the performance of the state civil apparatus.

IV. Figures And Tables

1. Instrument Test

1.1 Validity test

Tabel 1: Validity Test Output

Variable	r Count	r Table	Validity
GK 1	.809	.2404	Valid
GK 2	.791	.2404	Valid
GK 3	.450	.2404	Valid
GK 4	.599	.2404	Valid
G 5 5	.642	.2404	Valid
GK 6	.763	.2404	Valid
GK 7	.793	.2404	Valid
LK 1	.521	.2404	Valid
LK 2	.549	.2404	Valid
LK 3	.625	.2404	Valid
LK 4	.733	.2404	Valid
LK 5	.480	.2404	Valid
IWB 1	.647	.2404	Valid

Variable	r Count	r Table	Validity
IWB 2	.652	.2404	Valid
IWB 3	.683	.2404	Valid
IWB 4	.710	.2404	Valid
IWB 5	.730	.2404	Valid
IWB 6	.697	.2404	Valid
K 1	.738	.2404	Valid
K 2	.703	.2404	Valid
K 3	.416	.2404	Valid
K 4	.668	.2404	Valid
K 5	.504	.2404	Valid
K 6	.563	.2404	Valid
K 7	.710	.2404	Valid

From the table above, each questionnaire instrument used is right as a tool to measure leadership, work environment, innovative work behavior and performance.

1.2 Realibility

Table 2: Reliability Test Output

Variabel	Cronbach's Alpha	Nilai Batas	Reliability
GK1	.857	.60	Reliable
GK2	.862	.60	Reliable
GK3	.869	.60	Reliable
GK4	.863	.60	Reliable
G55	.867	.60	Reliable
GK6	.855	.60	Reliable
GK7	.853	.60	Reliable
LK1	.866	.60	Reliable
LK2	.865	.60	Reliable
LK3	.867	.60	Reliable
LK4	.862	.60	Reliable
LK5	.859	.60	Reliable
IWB1	.864	.60	Reliable

Variabel	Cronbach's Alpha	Nilai Batas	Reliability
IWB2	.866	.60	Reliable
IWB3	.860	.60	Reliable
IWB4	.859	.60	Reliable
IWB5	.858	.60	Reliable
IWB6	.852	.60	Reliable
K 1	.858	.60	Reliable
K 2	.858	.60	Reliable
K 3	.865	.60	Reliable
K 4	.859	.60	Reliable
K 5	.860	.60	Reliable
K 6	.860	.60	Reliable
K 7	.858	.60	Reliable

From the table, the reliability test results can be seen that the cronbach alpha value of the entire questionnaire item instrument is above 0.6 or included in the reliable criteria.

2. Classic assumption test

2.1Multicollinearity Test

Table 3: Multicollinearity Test Output

	X1	X2	X3
X1	1.000000	0.255827	0.218856
X2	0.255827	1.000000	0.513558
X3	0.218856	0.513558	1.000000

It can be concluded that the regression model does not occur / is free of multicollinearity or in other words the model can be used.

2.2 Heteroscedasticity Test

Table 4: Heteroscedasticity Test Output

White Heteroskedasticity Test:

F-statistic	0.828770	Probability	0.592640
Obs*R-squared	7.762388	Probability	0.558258

It can be concluded that the regression model does not occur / is free of heteroscedasticity or in other words the model can be used.

2.3 Autocorrelation Test

Table 5: Autocorrelation Test Output

Breusch-Godfrey Serial Correlation LM Test:

F-statistic	0.844881	Probability	0.434740
Obs*R-squared	1.809770	Probability	0.404588

It can be concluded that the regression model does not occur / is free of autocorrelation or in other words the model can be used

2.4 Normality test

Table 6:Normality Test Output

Jarque-Bera	0.914769
Probability	0.632937

This can be concluded that the regression model does not occur / is free from normality or in other words the model can be used.

2.5 Multiple Linear Regression Test

Table 7: Summary Model Output

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.788[a]	.621	.602	.25071

This means that around 62.1% of the performance variables can be explained by the variables of leadership, work environment and innovative work behavior while the remaining 37.9% are influenced by other variables not examined in this study.

Table 8: Annova Output

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.283	3	2.094	33.323	.000[b]
	Residual	3.834	61	.063		
	Total	10.117	64			

Table 9: CoefficientsOutput

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.665	.357		1.862	.067
	X1	.156	.057	.224	2.731	.008
	X2	.151	.082	.172	1.847	.070
	X3	.553	.085	.598	6.478	.000

Based on the output of multiple linear regression analysis, it can be concluded that the regression equation is:

Y = 0.665 + 0.156X1 + 0.151X2 + 0.553X3

3. Hypothesis testing

3.1 Simultaneous Test

` Table 10: Simultaneous Test

Variable	F-Count	Sig. Val	Status
Leadership (X1) Work Environment (X2) Innovative Work Behavior (X3) Performance (Y)	33.323	0.000	Signficant

Based on the output, it can be concluded that the simultaneous test between Leadership (X1), Work Environment (X2) and Innovative Work Behavior (X3) on Performance (Y) obtained F count 33.332 more than F table 2.76 or significance value 0.000 less than 0.05 indicates that there is a significant influence on Leadership (X1), Work Environment (X2) and Innovative Work Behavior (X3) on Performance (Y).

3.2 Partial Test

Table 11: Partial Test

Variable	t-Count	Sig. Value	Status
Leadership (X1)	2.731	0.008	Signficant
Work Environment (X2)	1.847	0.070	No Significant
Innovative Work Behavior (X3)	6.478	0.000	Signficant

Partial test results are described as follows:

a. Partial test between Leadership (X1) on Performance (Y) obtained t count 2.731 more than t table value 1.99714 or significance value 0.008 less than 0.05 indicates that there is a significant influence between Leadership (X1) on Performance (Y).

b. Partial test between Work Environment (X2) on Performance (Y) obtained t count value 1,847 more than t table value 1,99714 or significance value 0.070 more than 0.050 indicates that there is no significant effect between Work Environment (X2) on Performance (Y).

c. Partial test between Innovative Work Behavior (X3) on Performance (Y) obtained t count 6.478 more than t table value 1.99714 or significance value 0.000 less than 0.050 indicates that there is a significant influence between Innovative Work Behavior (X3) on Performance (Y) .

III. Discussion

4.1 Hypothesis 1 shows the influence of Leadership (X1), Work Environment (X2) and Innovative Work Behavior (X3) simultaneously on the Performance (Y) of the Fisheries Office of Pasuruan Regency

Factors of leadership, work environment and innovative work behavior are important because a job is not easy to be completed properly by employees if the level of work motivation of the employee is low, and without interest, and does not have the ability to support the work.

4.2 Hypothesis 2 shows the influence of Leadership (X1), Work Environment (X2) and Innovative Work Behavior (X3) partially on the Performance (Y) of Fisheries Service in Pasuruan Regency

Determination of innovative programs and activities will not be carried out without the role of agency leaders.A leader is very influential in shaping the work culture for staff contained in the agency. In accordance with the results of the study, leadership influences the performance.

Coordination between all parties related to the development of the maritime and fisheries sector, both with related institutions and with fisheries business actors is very necessary so that strategic programs can be properly planned and realized with the right benefits and on target. This is what triggers that the work environment does not affects performance because the main task requires to work outside the office / field.

The State Civil Apparatus (ASN) in this case is the staff of the Pasuruan Regency Fisheries Service and the field extension officers involved in providing direction and guidance in the use and development of the maritime and fisheries sector. The manager is all fisheries business actors, namely fishermen, fish farmers, processors and marketers of fishery products. This dynamic and innovative role is in line with research conducted where innovative work behavior affects performance.

IV. Conclusion

Based on the results of the analysis and testing that has been carried out, the conclusions can be drawn from this study:

1. There is a simultaneous influence of Leadership, Work Environment and Work Behavior on the Performance of the Fisheries Departement of Pasuruan Regency. This is indicated by the F-count value of 33,323 with a significance level of 0,000.
2. There is a partial influence on Leadership on the Performance of the Fisheries Service of Pasuruan Regency. This is indicated by the t-count value of 2.731 with a significance level of 0.008. There is no effect of the Work Environment partially on the Performance of the Fisheries Service of Pasuruan Regency. This is indicated by the t-count value of 1,847 with a significance level of 0.070. And there is an effect of Partial Innovative Work Behavior on the Performance of the Fisheries Service of Pasuruan Regency. This is indicated by the t-count value of 6,478 with a significance level of 0,000.
   Suggestion

Based on the research that has been done, researchers can provide the suggestions as follows:

1. The agency should improve the performance to focus on leadership that are appropriate to the maturity situation of subordinates.
2. The State Civil Apparatus (ASNshould understand that the goals of the agency can be achieved due to the participation, therefore cooperation and mutual assistance is needed among colleagues to overcome any existing problems. Thus, a good team work will be formed and in the end the achievement of agency goals will be more easily achieved.
3. The researcher should further add to the research subject, so that the results obtained are increasingly valid and increasingly give a positive contribution to the relevant agencies / companies.

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