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# The Influence of Work Environment and Work Discipline on Employee Performance Through Leadership Style as an Intervening Variable at the Regional Office of the Directorate General of Customs and Excise of East Java I

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**Abstract:** The Regional Office of the Directorate General of Customs and Excise of East Java I which is a Vertical Agency under the Directorate General of Customs and Excise located in Sidoarjo with a working area covering part of the province of East Java. The purpose of the study was to analyze the Influence of the Work Environment and Work Discipline on Employee Performance Through Leadership Style as an Intervening Variable at the Regional Office of the Directorate General of Customs and Excise of East Java. With a total sampling technique of 135 employees as respondents. The results of the study stated that the Work Environment has an effect on Performance using path model analysis (path analysis) with a critical ratio (t-table) of 4.487045 and a significance probability value (P-value) of  $0.000 \leq 0.05$ . Work Discipline has an effect on Employee Performance using path model analysis (path analysis) with a critical ratio (t-table) of 3.8363071 and a significance probability value (P-value) of  $0.000 \leq 0.05$ . Leadership Style has an effect on Employee Performance using path model analysis (path analysis) with critical ratio value (t-table) 5.3672591 then the significance value probability (P-value)  $0.000 \leq 0.05$ . Work Environment Against Leadership Style using path model analysis (path analysis). Based on the assumption model test, it states that the Work Environment with an estimate regression weights value of 0.0387260, a standard error of 0.1466433, a critical ratio (t-table) 2.2640831 then the significance value probability (P-value)  $0.000 \leq 0.05$ . Work Discipline Against Leadership Style using path model analysis (path analysis). with a critical ratio (t-table) 4.8225211 then the significance value probability (P-value)  $0.000 \leq 0.05$ . The Influence of Work Environment on Employee Performance at the Regional Office of the Directorate General of Customs and Excise of East Java 1 Through Leadership Style as an Intervening Variable with a value of 24.08310. The Influence of Work Discipline on Employee Performance at the Regional Office of the Directorate

General of Customs and Excise of East Java 1 Through Leadership Style as an Intervening Variable with a value of 20.59045.

**Keyword:** Work Environment, Work Discipline, Leadership Style, Performance

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## INTRODUCTION

In carrying out its duties, the Directorate General of Customs and Excise has vertical agencies spread throughout the territory of the Republic of Indonesia. One of them is the Regional Office of the Directorate General of Customs and Excise of East Java I which is a Vertical Agency under the Directorate General of Customs and Excise which is domiciled in Sidoarjo with a working area covering part of the province of East Java. With very heavy duties and functions, it is expected that employees have high performance. Employees of the East Java I Directorate General of Customs and Excise Regional Office are State Civil Apparatus (ASN). All employees must submit to and comply with applicable laws and codes of ethics. This means that violations committed by employees can be considered serious / severe violations that can tarnish the good name of the East Java I Directorate General of Customs and Excise Regional Office.

The East Java I Directorate General of Customs and Excise Regional Office requires employees to provide good and high performance so that all work tasks and obligations can be completed properly. Meithiana (2017:51) states that performance is the result of a person's productivity towards their work responsibilities in an organization where a person works. In determining goals and objectives, the first thing that needs to be considered is the vision and mission of the organization. The vision and mission are the starting point set by top management and are the basis for everyone to work to contribute to achieving them. This has the consequence that every leader is obliged to pay serious attention to fostering, motivating and directing all potential employees in their environment in order to create a work volume and load that is directed towards goals (Thoha, 2001).

For this reason, the Regional Office of the Directorate General of Customs and Excise of East Java I creates a good working environment by always trying to provide adequate work facilities. With the hope that employees of the Regional Office of the Directorate General of Customs and Excise of East Java I can work optimally and professionally. The working environment is the social, psychological, and physical life in a company that affects workers in carrying out their duties. Human life cannot be separated from various conditions of the surrounding environment, between humans and the environment there is a very close relationship, a satisfactory working environment for employees can improve performance. Conversely, an inadequate working environment can reduce performance and ultimately reduce employee work discipline. Employee discipline is the first step that must be taken to achieve success/organizational goals. Although there is already an internal compliance unit at the Regional Office of the Directorate General of Customs and Excise of East Java I, which continuously supervises employees. However, there are still gaps that can be exploited by employees, including those related to work violations. Working hours at the Regional Office of the Directorate General of Customs and Excise of East Java I are from 07.30 to 18.00. 17.00 with flexi time for 30 minutes so that when an employee is late for 30 minutes, the employee must replace the working hours according to the delay. This is sometimes misused by some employees, there are still employees who are late at work but in fact the replacement of working hours is not used for work, but only used to replace the late time, of course this will be detrimental to the organization. In addition, young employees (under 30 years old), who are still highly creative, especially in cyberspace, still use the internet inappropriately.

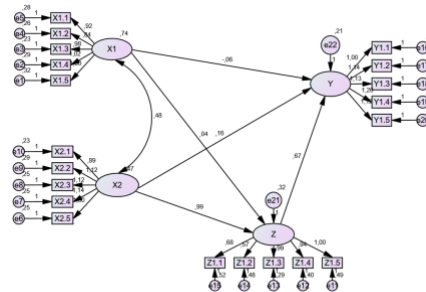
Based on the description above, the purpose of this study is to analyze the Influence of Work Environment and Work Discipline on Employee Performance Through Leadership Style as an Intervening Variable at the Regional Office of the Directorate General of Customs and Excise of East Java I.

## METHOD

The type of quantitative research using total sampling resulted in a sample size of 135 employees. Using the Path Analysis analysis technique with SEM AMOS.

## RESULTS AND DISCUSSION

Based on the results obtained from the reliability test of the research instrument, because the reliability coefficient value obtained was  $> 0.60$ , it can be concluded that the instrument is declared reliable.



Based on the first assumption model test, it states that the estimate regression weights value is 0.9556934, standard error 0.1143521, critical ratio (t-table) 4.4870395 then the significance probability value (P-value)  $0.000 < 0.05$ . So it can be concluded that the test results show that there is a relationship between the Work Environment and performance is positive and significant. Thus it can be said that the hypothesis of the Work Environment has a positive and significant influence on performance, accepted.

Based on the first assumption model test, it states that the estimate regression weights value is 0.1570068, standard error 0.1877382, critical ratio (t-table) 3.8363071 then the significance probability value (P-value)  $0.02 < 0.05$ . So it can be concluded that the test results show that there is a relationship between Work Discipline and performance is positive and significant. Thus it can be said that the hypothesis of Work Discipline has a positive and significant influence on performance, accepted. Based on the test of the assumption model, it states that the value of the estimate regression weights is 0.6675109, the standard error is 0.1243672, the critical ratio (t-table) is 5.3672591, then the significance value of probability (P-value)  $0.048 < 0.05$ . Thus it can be concluded that the test results show that there is a relationship between Leadership Style and performance is positive and significant. Thus it can be said that the hypothesis of leadership style has a positive and significant influence on performance, accepted.

Stating the Work Environment with an estimate regression weights value of 0.0387260, a standard error of 0.146643324, a critical ratio (t-table) of 2.2640831 and a significance probability value (P-value) of  $0.000 \leq 0.05$ . Thus it can be said that the test results show that there is a relationship between the work environment and leadership style is positive and significant. Thus it can be said that the hypothesis of the work environment has a positive and significant influence on leadership style, accepted. Work Discipline with estimated regression weights value 0.9894381, standard error 0.2051703 critical ratio (t-table) 4.8225211 then the significance value of probability (P-value)  $0.000 \leq 0.05$ . Thus it can be said that the test results show that there is a relationship

between work discipline and leadership style is positive and significant. Thus it can be said that the hypothesis of work discipline has a positive and significant influence on leadership style, accepted.

## DISCUSSION

Based on the first assumption model test, it states that the estimate regression weights value is 0.9556934, standard error 0.1143521, critical ratio (t-table) 4.4870395 then the significance probability value (P-value)  $0.000 \leq 0.05$ . So it can be concluded that the test results show that there is a relationship between the Work Environment and performance is positive and significant. Thus it can be said that the hypothesis of the Work Environment has a positive and significant influence on performance, accepted.

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## CONCLUSION

Work Environment has a positive and significant influence on performance, accepted. Work Discipline has a positive and significant influence on performance, accepted. Leadership style has a positive and significant influence on performance, accepted. The work environment has a positive and significant influence on leadership style, accepted. Work discipline has a positive and significant influence on leadership style, accepted.

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