

The Influence of Leadership Style and Employee Empowerment on Employee Performance in the West Jakarta Administrative City Parks Department

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Abstract

This research aims to determine and examine the influence of leadership style and employee empowerment partially and simultaneously on employee performance in the West Jakarta City Administration Parks Department.

The research method uses a survey with a quantitative approach that is correlational with a sampling technique that is saturated sampling, namely a sample research technique when all members of the population are used as samples, another term for saturated samples is all, where all members of the population are used as samples. In this study, the number of samples was 28 respondents. The variables studied are leadership style (X_1) and employee empowerment (X_2) as independent variables, while employee performance is the dependent variable (Y).

Based on the results of the research that has been carried out, a) The results of the hypothesis test for the leadership style variable on employee performance obtained a correlation coefficient value of 0.781. Meanwhile, the coefficient of determination is $r^2 = 0.611$, meaning that 61.1% of employee performance is determined by leadership style, and the remaining 38.9% is determined by other factors, this means that the H_a hypothesis is accepted, namely that there is a strong and significant positive influence between leadership style and quality. society service. b) The results of the hypothesis test of the employee empowerment variable on employee performance obtained a correlation coefficient of 0.717. Meanwhile, the coefficient of determination is $r^2 = 0.514$, meaning that 51.4% of employee performance is determined by employee empowerment, and the remaining 48.6% is determined by other factors, this means that the H_a hypothesis is accepted, namely that there is a strong and significant positive influence between employee empowerment and employee performance. c) To test the hypothesis of a double correlation between leadership style and employee empowerment variables together on employee performance, a correlation coefficient value of 0.810 was obtained. Meanwhile, the coefficient of determination is $R^2 = 0.656$, meaning that together, 65.6% of employee performance is determined by leadership style and employee empowerment, and the remaining 34.4% is determined by other factors, this means that the H_a hypothesis is accepted, namely that there is a very strong influence strong and significant relationship between leadership style and employee empowerment together on employee performance.

Keywords: Leadership Style and Employee Empowerment, Employee Performance

Date of Submission: 03-10-2023

Date of Acceptance: 15-10-2023

I. Introduction

The construction of social interaction parks is aimed at improving the quality and quantity of urban spatial planning through empowering environmental communities in the city of Jakarta, which still needs to be followed by the formation of independent environmental maintenance units in each residential environment by utilizing the potential of the local community, land, and environment.

In the future, the role of the community in developing their environment will be increasingly high, apart from being self-supporting and self-financing as well as introducing development from and by the

community. Starting from planning to implementation, it is prepared and implemented by the community. This pattern will probably develop in the future to include the field of environmental care.

The success of environmental maintenance by the community can be a source of pride for the environment itself, fostering social environmental awareness within the community. Citizen activity can then be fostered and guided through gardening skills training so that this activity will later be able to form a job market for garden facility providers which will help a lot with pre-work plans, especially in the field of gardening.

The city of Jakarta, as the heart of life, the breath of civilization, and a symbol of modern culture, must improve itself towards becoming a green city by developing Green Open Space (RTH) as much as possible. From being a unit that has the function of carrying out activities in the field of parks and city beautification under the DKI Jakarta Provincial Parks Service, the West Jakarta Administration City Parks Department has made efforts to create a green atmosphere in the city of Jakarta to make it more beautiful, shady and comfortable by building city parks and environmental parks, green lanes, and planting trees on roadsides and riverbanks. All these efforts are carried out through well-directed and desired planning so that in the implementation phase they can be more accountable to the community.

The garden arrangement, where a garden filled with various kinds of plants can provide many benefits that are beneficial to city life, groups of plants can improve soil fertility, restore the quality of groundwater, provide beauty, and even be an important place to rest and fill free time, to create an atmosphere. In such a city environment, city greening is not solely a matter of local government, but must be supported by the community.

The role of human resources is getting bigger, along with the development of the organization, this is why their role is required in carrying out work effectively. Apart from trying to support leadership styles and employee empowerment, it also supports employee performance. So with this, you are also required to adapt to various aspects of life, starting from the way you think, act, and evaluate all actions you have taken. Thus, employees are required to have good performance, of course, it is desirable to carry out their duties according to the responsibilities given to them. Performance is an effort to achieve optimal goals and is the result of team performance, including leadership style, employee empowerment, coaching, education, and training.

Leadership style and employee empowerment support the completion of tasks in the office, apart from elements of leadership style and employee empowerment, coaching, education, and training are also the main supports for the smooth completion of tasks in the office. Research by Hr, S., & Hakim, A. (2019); Aziz, IN, Widodo, DS, & Subagja, IK (2021) that leadership and empowerment styles can provide an increase in employee performance.

Likewise, what causes someone to want to know leadership style is the strength of encouragement from within and from outside a person to do the best they can to realize an organizational goal. It is hoped that an employee's high leadership style will shape him into a personal figure who has a focused mindset, attitude, and insight so that the employee will work well and support the tasks that must be completed immediately to achieve the organization's stated vision and mission. Leadership style plays an important role in organizational productivity and the work productivity of its employees.

A leadership style without the support of employee empowerment will not work well, because only with a leadership style without the support of good work discipline, discipline in entering the office, and discipline in carrying out and completing tasks in the office, the work will not be completed on time. So even though there is employee performance at the West Jakarta City Administration Parks Department, there are still a number of problems that need to be supported, such as: (a) leadership style is not yet optimal, which should be supported by applying norms of people's behavior when the person tries to influence other people's behavior; (b) employee empowerment is not yet optimal, efforts are being made to support the entire system, ideas, actions and results of employee work in the framework of social life which are made into their own by developing their insight; (c) based on the two variables above, the level of employee performance in the West Jakarta Administrative City Parks Sub-dept. which influences the inhibiting factors, namely: employee performance is not yet optimal because they work lazily by reading newspapers for hours and chat with friends that have nothing to do with work.

The decline in environmental quality where the level of urbanization of residents/immigrants is quite high, most of whom want to find work and make a living, this condition triggers and spurs these immigrants to occupy empty land which has the status of green belts or parks, while in areas where the price is low. still affordable, soon grew into slums and dense settlements; Due to difficulties and the small amount of land available compared to the population of the city, the space that should have been a Green Open Space has changed its function to meet the demands of development and activities of the city community.

The real impact is that the area of Green Open Space is increasingly narrowing, the decline in the quantity and quality of public open space, both in the form of Green Open Space (RTH) and non-green open space, has resulted in a decline in the quality of the urban environment such as frequent flooding in urban areas, high air pollution. and increasing social insecurity (crime and brawls between residents), as well as decreasing community productivity due to stress which will have an impact on the development of the city area; The

conversion of parks has resulted in a lot of re-functionalization of parks and green lanes, the use of which has changed to become gas stations, food stalls, street vendor stalls, car washes, workshops and so on, in addition to open (green) areas such as lanes. Traffic greens, riverbanks, lakes or beaches, railway linebanks, empty land, and the like become easy targets for immigrants to be used as illegal residential areas so that increasingly the land which was originally intended as a means of securing or protecting various physical infrastructure of the city is covered by illegal settlements.

This results in a decrease in positive factors supporting the environment, comfort, and coolness of the city as well as disrupting the health of residents which has an impact on the performance and quality of life of city residents; Social problems have resulted in a decline in community discipline regarding the very low availability of parks/green lanes, illegal occupations have mushroomed everywhere and are difficult to overcome, and many city parks have been damaged. Apart from that, cannibalism of garden facilities continues to increase, and theft of ornaments and garden/greenway facilities such as fences, pots, garden lights, and garden watering equipment also often occurs.

The efforts of the West Jakarta City Administration Parks Department to make the West Jakarta area a beautiful and comfortable city; the need for space for movement/social interaction of the community, so that dense residential areas result in a scarcity of places to socialize, land acquisition for public facilities is hampered by the reluctance of the community to be released according to the Tax Object Sales Value (NJOP) standard; without realizing it, on the other hand, in reality, the need for space for people to move around is felt to be getting higher, the limited and scarce space for people to move around for interactions and activities has given rise to various psychological deviation impacts on society, the sense of kinship and cooperation has turned into violence and egoism due to the lack of parks as a means to communicate with each other. interacting and a place for children to play, so that it will indirectly form a tough character in these children.

II. Literature Review

Leadership Style

Suit and Almasdi, (2000) put forward the following leadership style "Leadership style is a leader's way of dealing with and serving staff or subordinates which is usually different for each individual and can change. All of this is to create unity and integrity in thinking and acting in order to achieve organizational goals."

Leadership style theory is a combination of the development of sociological thinking and psychological approaches. The starting point for this idea is that subordinate employees will be willing to work hard (effectively) if the leader applies an accommodating style. This theory relies on subordinates' views of their superiors' behavior as stated by Sastrodiningrat (2000), which has indicators on:

- a. Initiative structure: the level of involvement of the leader determines his role and the role of his subordinates in the form of one-way communication.
- b. Consideration: the level of leadership behavior towards subordinates which is reflected in mutual trust, mutual respect, providing support for subordinates' ideas and two-way communication."

In this regard, Dharma (2001), defines that leadership style is a pattern of behavior that a person shows when he tries to influence other people. Nawawi (2006), stated that Leadership style can be interpreted as a form pattern or type of leadership in which one or more behaviors or leadership styles are implemented as supporters. Meanwhile, leadership style is defined as the behavior or methods chosen and used by leaders to influence the thoughts, feelings, attitudes, and behavior of organizational members/subordinates.

Pasolong (2008), suggests that Leaders' styles are the consistent patterns of behavior they establish in working with and through others as perceived by people when they begin to respond in similar ways under similar conditions, these patterns form habits of action that are at least predictable for those who work with that leader.

From the opinion above, it can be concluded that leadership style is the art of coordinating and giving direction to individuals or groups through telling style and selling style as well as participating style and delegating style to achieve the desired goals.

Empowerment

Empowerment, known in English, as "*Empowerment*", is a concept that was born as part of the development of the mind of Western society and culture, especially Europe. To understand the concept of empowerment correctly, efforts are needed to understand the contextual background that gave birth to it. The concept of empowerment has been widely accepted and used, perhaps with different meanings and perceptions from one another. The use of this concept critically requires that there be.

Empowerment etymologically comes from the word *power* which means the ability to do something or the ability to act. Getting the prefix *be-* to be empowered means strength, ability, energy, and having the mind (methods and so on) to overcome something. Getting the prefix and suffix *pe-anso* that it becomes

empowerment, according to Suwatno and Priansa (2011), can be interpreted as an effort/process to make someone capable of acting, being able to act, or doing something.

Noe et. al (2004), quoted by Suwatno and Priansa (2011), stated that empowerment is giving responsibility and authority to work to make decisions regarding all product development and decision-making. Kahn (2007), quoted by Suwatno and Priansa (2011:183), explains that empowerment is a sustainable interpersonal relationship to build trust between employees and management.

Empowerment is a change that occurs in management philosophy that can help create an environment where each individual can use their abilities and energy to achieve organizational goals. Makmur (2008), suggests that Empowerment is a process based on truth and honesty in utilizing the culture, power, and other resources of each member of the government apparatus. Empowerment does not just appear but is a process that requires comprehensive planning, in-depth thinking, correct procedures, appropriate monitoring, and continuous improvement of all aspects of human life.

From the description above, it can be concluded that empowerment is an activity that is sustainable, dynamic, and synergistically encouraging the involvement of all existing potential in an evolutionary manner through meaningful action, competence, and encouragement as well as independence and influence so that in this way it will enable the formation of a pluralistic civil society, full of balance, obligations and rights, mutual respect without anyone feeling alienated in their community.

Performance

Employee performance is the result of individual work in an organization. Achieving organizational goals cannot be separated from the resources owned by the organization which are driven or run by employees who play an active role as actors in efforts to achieve the organization's goals. Achieving maximum performance cannot be separated from the leader's role in motivating subordinates to carry out work efficiently and effectively.

Mahsun (2009), stated that performance is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission, and vision of an organization as stated in an organization's strategic planning.

Ndraha (2001), states that performance is a manifestation of popular relations between society and the government. Meanwhile, according to Prawirosentono, performance quoted by Sutrisno (2010), there are 4 factors, namely: effectiveness and efficiency, authority and responsibility, discipline, and initiative.

The State Administration Institute of the Republic of Indonesia (LAN RI) (1999) still has the same opinion, formulating that performance is a description of the level of achievement of the implementation of an activity, program, or policy in realizing the goals, objectives, mission, and vision of the organization. The performance put forward by LAN RI is more directed towards a reference for the performance of a public organization which is quite relevant to an organization's strategy, namely with the mission and other visions it wants to achieve. Another opinion, Gibson (2001), quoted by Pasolong (2007), is that a person's performance is determined by their ability and motivation to carry out work.

Sedarmayanti (2007), states that performance is the result of the work of an employee, a management process, or an organization as a whole, where the results of this work must be shown in concrete and measurable evidence (compared to predetermined standards).

From the definition above, it can be concluded that performance is the result of work that can be achieved by an employee or group of employees in an organization through effectiveness and efficiency as well as authority and responsibility as well as discipline and initiative following their respective authority and responsibilities, to achieve organizational goals. concerned legally, does not violate the law, and is following morals and ethics.

III. Research Methods

Research Design

Using a survey research method with a quantitative approach, which is correlational, to see how much influence the independent variable has on the dependent variable, namely the variables of leadership style, employee empowerment, and employee performance. The research was conducted with a group of individuals, these were employees at the West Jakarta City Administration Parks Department. This research method was chosen mainly because of the limited time, costs, and energy that researchers have. With this problem, researchers hope to be able to examine specific aspects of a social situation in depth, in this case, aspects of the influence of leadership style and employee empowerment on employee performance. The disadvantage of this research method is that because it studies specific aspects, the possibility of achieving generalizations is very limited.

Population and Sample

In general, the population is meant as a generalized area consisting of objects/subjects that have certain qualities and characteristics, Sugiyono (2009). The population in this study were employees at the West Jakarta City Administration Parks Department which has a total of 28 employees.

In this research, the sampling technique used is the census technique or saturated sampling, which is a sample research technique in which all members of the population are used as samples. This is often done when the population is relatively small. Another term for saturated samples or census is that all members of the population are used as samples. From Sugiyono's (2009) opinion, the number of samples in the research was 28 people.

Data Processing Techniques

In data processing to provide an explanation or description of the problem being discussed, the data that has been collected from respondents in the form of questionnaire answers will be processed through several stages of data processing, including Editing, Scoring, and Data Tabulation.

Analysis Method

Sugiyono (2009), testing the validity of data in the United States, often only emphasizes validity and reliability tests. In quantitative analysis, the main criteria for data results are valid, reliable, and objective. Validity is the degree of accuracy between data that occurs on an object and data that can be reported. Thus, valid data is data that does not differ between the data reported by the data and the data that occurs on the object. The data analysis technique used in this research is statistical inference analysis.

Results and Discussion

1. Effect of Leadership Style (X_1) on Employee Performance (Y)

To test this hypothesis, use *Product Moment analysis*. The *Product Moment* correlation analysis formula is:

$$r_{x_1y} = \frac{\sum x_1y}{\sqrt{(\sum x_1^2)(\sum y^2)}}$$

Next, to calculate the value r_{x_1y} , namely between leadership style and employee performance at the West Jakarta Administrative City Parks Department.

$$r_{x_1y} = \frac{\sum x_1y}{\sqrt{(\sum x_1^2)(\sum y^2)}}$$

$$r_{x_1y} = \frac{3,4389}{\sqrt{(4,8856)(3,9649)}}$$

$$r_{x_1y} = \frac{3,4389}{\sqrt{19,3709}}$$

$$r_{x_1y} = \frac{3,4389}{4,4012}$$

$$r_{x_1y} = 0,781$$

Based on the results of these calculations, the correlation coefficient found is $r_{x_1y} = 0.781$. This shows that leadership style has a positive and strong influence on employee performance at the West Jakarta City Administration Parks Department. Meanwhile, to determine the contribution of leadership style to employee performance, it can be calculated using the coefficient of determination (r^2) using the following formula:

$$\begin{aligned} Kd &= r^2 \times 100 \% \\ &= (0.781)^2 \times 100\% \\ &= 0.611 \times 100\% \\ &= 61.1\% \end{aligned}$$

Based on these calculations, this means that leadership style has a 61.1% influence on employee performance while the remaining 38.9% influences other factors. Apart from leadership style, other factors influence employee performance, such as organizational work planning. Next, to find out whether the influence of leadership style on employee performance at the West Jakarta City Administration Parks Department is significant or not, it is necessary to test its significance using the t formula, which is as follows:

$$t = \frac{r \sqrt{n - 2}}{\sqrt{1 - r^2}}$$

$$t = \frac{0,781 \sqrt{28 - 2}}{\sqrt{1 - (0,781)^2}}$$

$$t = \frac{3,9841}{0,6241}$$

$$t = 6,384$$

From the results of the calculations above, a calculated t value of = 6.384 is obtained, then this value is compared with the t table value for an error of 5%, using a two-part test where $dk = nk; 28 - 2 = 26$, and the t table value obtained is = 2.056.

Based on the results of these calculations, it can be concluded that leadership style has a positive and significant influence on employee performance. So the conclusion is that leadership style on employee performance is 0.781, which is strongly positive and significant, meaning that this coefficient can be applied to the entire population.

2. Effect of Employee Empowerment (X₂) on Employee Performance (Y)

To test the hypothesis between employee empowerment and employee performance using *product moment analysis*. The *product-moment* correlation analysis formula (Sugiyono, 2009) is as follows:

$$r_{x_2y} = \frac{\sum x_2y}{\sqrt{(\sum x_2^2)(\sum y^2)}}$$

To calculate the price r_{x_2y} , namely employee empowerment on employee performance at the West Jakarta City Administration Parks Department, the calculation results are as follows:

$$r_{x_2y} = \frac{\sum x_2y}{\sqrt{(\sum x_2^2)(\sum y^2)}}$$

$$r_{x_2y} = \frac{2,9700}{\sqrt{(4,3256)(3,9649)}}$$

$$r_{x_2y} = \frac{2,9700}{\sqrt{17,1505}}$$

$$r_{x_2y} = \frac{2,9700}{4,1413}$$

$$r_{x_2y} = 0,717$$

Based on the results of these calculations, the correlation coefficient found is $r_{x_2y} = 0.717$. After this value is consulted with the previous interpretation guideline table, it can be seen that the correlation coefficient is included in the strongly positive category. This shows that employee empowerment has a strong positive influence on employee performance. Meanwhile, to determine the contribution of employee empowerment to employee performance, it can be calculated using the coefficient of determination (r^2) using the following formula:

$$\begin{aligned} Kd &= r^2 \times 100 \% \\ &= (0.717)^2 \times 100\% \\ &= 0.514 \times 100\% \\ &= 51.4\% \end{aligned}$$

Based on these calculations, this means that employee empowerment is 51.4% influential on employee performance while the remaining 48.6% is influential on other factors. Apart from employee empowerment, other factors influence employee performance, such as employee competency. Next, to find out whether the influence of employee empowerment on employee performance at the West Jakarta City Administration Parks Department is significant or not, it is necessary to test its significance using the t formula, which is as follows:

$$t = \frac{r \sqrt{n - 2}}{\sqrt{1 - r^2}}$$

$$t = \frac{0,717 \sqrt{28 - 2}}{\sqrt{1 - (0,717)^2}}$$

$$t = \frac{3,6568}{0,6969}$$

$$t = 5,247$$

The calculated t value = 5.247, then compared with the t table value for the 5% error of the two-party test and $dk = nk; 28 - 2 = 26$. So it can be concluded that there is a positive and significant influence between employee empowerment and employee performance. So the conclusion is that employee empowerment on employee performance of 0.705 is strongly positive and significant, meaning that this coefficient can be applied to the entire population.

3. Effect of Leadership Style (X_1) and Employee Empowerment (X_2) together on Employee Performance (Y)

Meanwhile, before testing the hypothesis of a double correlation between leadership style (X_1) and employee empowerment (X_2) together on employee performance (Y), first calculate the correlation between leadership style (X_1) and employee empowerment (X_2) with the following formula:

$$r_{x_1x_2} = \frac{\sum x_1x_2}{\sqrt{(\sum x_1^2)(\sum x_2^2)}}$$

$$\begin{aligned}
 &= \frac{3,3633}{\sqrt{(4,8855)(4,3255)}} \\
 &= \frac{3,3633}{\sqrt{21,1328}} \\
 &= \frac{3,3633}{4,5970} \\
 &= 0,732
 \end{aligned}$$

Furthermore, to test the double correlation between leadership style (X₁) and employee empowerment (X₂) together on employee performance (Y) in the West Jakarta Administrative City Parks Department, it can be calculated using the following formula (Sugiyono, 2009):

$$\begin{aligned}
 R_{x_1x_2y} &= \sqrt{\frac{r_{x_1y}^2 + r_{x_2y}^2 - 2r_{x_1y} \cdot r_{x_2y} \cdot r_{x_1x_2}}{1 - r_{x_1x_2}^2}} \\
 R_{X_1X_2Y} &= \sqrt{\frac{(0,781)^2 + (0,717)^2 - 2 \cdot (0,781) \cdot (0,717) \cdot (0,732)}{1 - (0,732)^2}} \\
 R_{X_1X_2Y} &= \sqrt{\frac{(0,611) + (0,514) - 0,8199}{1 - 0,535}} \\
 R_{X_1X_2Y} &= \sqrt{\frac{1,1248 - 0,8199}{0,4647}} \\
 R_{X_1X_2Y} &= \sqrt{\frac{0,3049}{0,4647}} \\
 R_{X_1X_2Y} &= \sqrt{0,656} \\
 R_{X_1X_2Y} &= 0,810
 \end{aligned}$$

Based on the results of these calculations, the multiple correlation coefficient found is $R_{x_1x_2y} = 0.810$. After consulting this value with the previous interpretation guideline table, it is known that the multiple correlation coefficient is included in the very strong category. This shows that leadership style and employee empowerment together have a very strong positive influence on employee performance in the West Jakarta Administrative City Parks Department. This influence applies to the entire population. To predict the magnitude of the influence between leadership style and employee empowerment together on employee performance at the West Jakarta City Administration Parks Department, this is done by calculating the coefficient of determination, namely using the following formula for squaring the correlation coefficient value (R^2):

$$\begin{aligned}
 Kd &= R^2 \times 100 \% \\
 &= (0.810)^2 \times 100\% \\
 &= 0.656 \times 100\% \\
 &= 65.6\%
 \end{aligned}$$

This means that leadership style and employee empowerment have a joint influence of 65.6% on employee performance, then the remaining 34.4% influence other factors. Apart from leadership style and employee empowerment, other factors influence employee performance, such as employee work effectiveness. Next, to test the significance of the double correlation between leadership style and employee empowerment together on employee performance in terms of its possibility of being applied to the entire population, carry out a test by determining the F_{hit} with the F_{table} using the formula (Sugiyono, 2009) as follows:

$$F_{\text{hit}} = \frac{R^2/k}{(1-R^2)/(n-k-1)}$$

$$F = \frac{(0,801)^2 / 2}{(1 - 0,801^2) / (28 - 2 - 1)}$$

$$F = \frac{0,3280}{(0,44)/25}$$

$$F = \frac{0,3280}{0,0138}$$

$$F = 23,844$$

So the F_{hit} value is 23.844. This value is then consulted with the F_{table} , for dk numerator = 2 and dk denominator = (28-2-1) = 25, the F_{table} value obtained at the specified error level is 5% = 3.38. In this case, the provisions apply if the F_{hit} is greater than the F_{table} , then the multiple correlation coefficient tested is significant, that is, it can apply to the entire population. From the calculation above, it turns out that $F_{\text{hit}} > F_{\text{table}}$ (23.844 > 3.38), so there can be a strong and significant positive influence between leadership style and employee empowerment together on employee performance at the West Jakarta City Administration Parks Sub-Department, whether it is accepted or proven, meaning that if the leadership style is high and employee empowerment is good, employee performance will also increase.

Multiple Regression Analysis

Multiple regression analysis is used to predict how much change the independent variables (leadership style and employee empowerment) will have on the dependent variable (employee performance) in the West Jakarta Administrative City Parks Department. This multiple regression analysis states the equation:

$$Y = a + b_1 X_1 + b_2 X_2$$

With the following formula (Sugiyono, 2009):

$$b_1 = \frac{(\sum x_1 y)(\sum x_2^2) - (\sum x_1 x_2)(\sum x_2 y)}{(\sum x_1^2)(\sum x_2^2) - (\sum x_1 x_2)^2}$$

$$b_2 = \frac{(\sum x_2 y)(\sum x_1^2) - (\sum x_1 x_2)(\sum x_1 y)}{(\sum x_1^2)(\sum x_2^2) - (\sum x_1 x_2)^2}$$

$$a = \frac{\sum Y - b_1(\sum X_1) - b_2(\sum X_2)}{n}$$

From the helper table for calculating the multiple regression equation for two predictors, it is obtained:

$$\sum X_1 = 111,533 \quad \sum X_1^2 = 449,160 \quad \sum X_1 \cdot Y = 455,680$$

$$\begin{aligned} \Sigma X_2 &= 114,333 & \Sigma X_2^2 &= 471,186 & \Sigma X_2.Y &= 466,564 \\ \Sigma Y &= 113,533 & \Sigma Y^2 &= 464,315 & \Sigma X_1.X_2 &= 458,791 \end{aligned}$$

$$\begin{aligned} \Sigma x_1^2 &= \Sigma X_1^2 - (\Sigma X_1)^2/n \\ &= 449,160 - \frac{(111,533)^2}{28} \\ &= 449,160 - \frac{12439,684}{28} \\ &= 449,160 - 444,274 \\ &= 4,886 \end{aligned}$$

$$\begin{aligned} \Sigma x_2^2 &= \Sigma X_2^2 - (\Sigma X_2)^2/n \\ &= 471,186 - \frac{(114,333)^2}{28} \\ &= 471,186 - \frac{13072,111}{28} \\ &= 471,186 - 466,861 \\ &= 4,326 \end{aligned}$$

$$\begin{aligned} \Sigma y^2 &= \Sigma Y^2 - (\Sigma Y)^2/n \\ &= 464,315 - \frac{(113,533)^2}{28} \\ &= 464,315 - \frac{12889,818}{28} \\ &= 464,315 - 460,351 \\ &= 3,965 \end{aligned}$$

$$\begin{aligned} \Sigma x_1.x_2 &= \Sigma X_1.X_2 - (\Sigma X_1) . (X_2)/n \\ &= 458,791 - \frac{(111,533)(114,333)}{28} \\ &= 458,791 - \frac{12751,978}{28} \\ &= 458,791 - 455,428 \\ &= 3,363 \end{aligned}$$

$$\begin{aligned}
 \Sigma x_{1.y} &= \Sigma X_1.Y - \frac{(\Sigma X_1) \cdot (\Sigma Y)}{n} \\
 &= 455,680 - \frac{(111,533)(113,533)}{28} \\
 &= 455,680 - \frac{12662,751}{28} \\
 &= 455,680 - 452,241 \\
 &= 3,439 \\
 \Sigma x_{2.y} &= \Sigma X_2.Y - \frac{(\Sigma X_2) \cdot (\Sigma Y)}{n} \\
 &= 466,564 - \frac{(114,333)(113,533)}{28} \\
 &= 466,564 - \frac{12980,644}{28} \\
 &= 466,564 - 463,594 \\
 &= 2,970
 \end{aligned}$$

Next, to calculate the prices or constant values (a), b1, and b2, the calculation is done using the following formula:

$$\begin{aligned}
 b_1 &= \frac{(\Sigma x_1 y)(\Sigma x_2^2) - (\Sigma x_1 x_2)(\Sigma x_2 y)}{(\Sigma x_1^2)(\Sigma x_2^2) - (\Sigma x_1 x_2)^2} \\
 &= \frac{(3,439) \cdot (4,326) - (3,363) \cdot (2,970)}{(4,886) \cdot (4,326) - (3,363)^2} \\
 &= \frac{14,875 - 9,989}{21,133 - 11,312} \\
 &= \frac{4,886}{9,821} \\
 &= 0,498 \\
 b_2 &= \frac{(\Sigma x_2 y)(\Sigma x_1^2) - (\Sigma x_1 x_2)(\Sigma x_1 y)}{(\Sigma x_1^2)(\Sigma x_2^2) - (\Sigma x_1 x_2)^2}
 \end{aligned}$$

$$= \frac{(2,970) \cdot (4,886) - (3,363) \cdot (3,439)}{(4,886) \cdot (4,326) - (3,363)^2}$$

$$= \frac{14,510 - 11,566}{21,133 - 11,312}$$

$$= \frac{2,944}{9,821}$$

$$= 0.300$$

$$a = \frac{\sum Y - b_1(\sum X_1) - b_2(\sum X_2)}{n}$$

$$= \frac{113,533 - 0,498 (111,533) - 0,300 (114,333)}{28}$$

$$= \frac{113,533 - 55,490 - 34,274}{28}$$

$$= \frac{23,770}{28}$$

$$= 0.849$$

Based on the results of these calculations, it is obtained:

$$a = 0.849$$

$$b_1 = 0.498$$

$$b_2 = 0.300$$

From the constant values a and regression coefficients b_1 and b_2 above, a regression equation can then be created, namely:

$$Y = a + b_1 X_1 + b_2 X_2$$

$$\hat{Y} = 0.849 + 0.498 X_1 + 0.300 X_2$$

The regression equation for leadership style and employee empowerment together on employee performance is $\hat{Y} = 0.849 + 0.498 X_1 + 0.300 X_2$. This means that the ups and downs in employee performance due to leadership style and employee empowerment can be predicted through the regression equation.

Based on the data, the highest score for leadership style and employee empowerment is 75 (5 x 15). 5 is the highest score for each answer, and 15 is the number of question items. Therefore, employee performance is:

$$\begin{aligned} \hat{Y} &= 0.849 + 0.498 + 0.300 \cdot 75 \\ &= 0.849 + 59.797 \\ &= 60.646 \end{aligned}$$

It turns out that if the leadership style and employee empowerment are increased to (75), then the employee performance increases from 0.849 to 60.646. This means that the better the level of leadership style and the higher the employee empowerment, the greater the performance of employees in the West Jakarta City Administration Parks Department.

IV. Discussion

Based on the proposed hypothesis of the influence of leadership style and employee empowerment on employee performance in the West Jakarta City Administration Parks Department, it is necessary to discuss the existence of each variable.

Based on the research results, the leadership style variable has a positive and significant influence with a correlation coefficient value of 0.781, while the coefficient of determination (r^2) is 0.611, meaning that the leadership style variable contributes 61.1% in explaining employee performance variables.

As for the employee empowerment variable (X_2), it has a positive and significant influence on employee performance, namely with a correlation coefficient value of 0.717, while the coefficient of determination (r^2) is 0.514, meaning that the employee empowerment variable contributes 51.4% in explaining employee performance.

The results of simultaneous analysis, show that leadership style and employee empowerment have a positive and significant effect on employee performance. This level of leadership style directly influences employee performance, it has been proven significantly from partial and simultaneous research results, it is known that employee performance in the West Jakarta City Administration Parks Department can be determined by leadership style and employee empowerment factors, namely the contribution of influence that can be seen. The resulting (R^2) was 65.6%, and the remaining 34.4% was determined by other factors outside this research model.

Based on the above, namely the variables of leadership style and employee empowerment on employee performance, it shows that the magnitude of the influence of the variables quantitatively can be explained as follows:

- a. The influence of variable In this way, it will be possible to form a pluralistic civil society, full of balance, obligations and rights, and mutual respect without anyone feeling alienated in the community.
- b. The influence of variables X_1 (leadership style) and as well as authority and responsibility as well as discipline and initiative by their respective authorities and responsibilities, to achieve the goals of the organization concerned legally, without violating the law and following morals and ethics.

By identifying leadership styles and employee empowerment, this will have an impact on employee performance. Based on the thinking above, the hypothesis which states that leadership style and employee empowerment have a strong influence on employee performance in the West Jakarta City Administration Parks Department is acceptable.

The magnitude of the influence of the two independent variables on the dependent variable also shows the reality of how to implement and improve optimal employee performance. This reality has been answered by the existence of a good leadership style and employee empowerment. In practical terms, the two variables work together, meaning that in the process leadership style and employee empowerment can be variables or factors that determine whether employee performance is high or low. If the leadership style is high and employee empowerment is good, employee performance will automatically increase.

In this discussion, it is concluded that the two independent variables above show a very significant influence, meaning that without a good leadership style and employee empowerment, the performance of employees in the West Jakarta Administrative City Parks Department cannot be improved or implemented optimally.

Interpretation

This research has succeeded in testing the analyzed hypothesis while analyzing and interpreting the influence of leadership style and employee empowerment on employee performance in the West Jakarta Administrative City Parks Department using simple correlation coefficients and multiple correlation coefficients as well as using multiple linear regression equations.

This research is limited to two independent variables, namely the leadership style variable and employee empowerment on the dependent variable, namely employee performance at the West Jakarta Administrative City Parks Department. So it does not rule out the possibility of conducting further research. This is because there are still many limitations in this research activity, such as limited time and energy in conducting research.

In this research, research methods are used by the provisions and minimize errors that may occur, but of course, this research cannot escape from limitations and errors that cannot be avoided, including:

- a. The use of instruments may not represent all aspects related to leadership style and employee empowerment variables as well as employee performance variables, as well as respondents who are less careful, less serious, or perhaps less honest in providing answers so that the research results obtained are less than optimal.
- b. Assessments for leadership style and employee empowerment variables as well as employee performance variables are only carried out by employees, so it does not rule out the possibility that the answers given are less than objective.

- c. The number of samples taken from 28 respondents was relatively small, so there is a possibility that the data produced does not represent the general situation. Using a larger sample will likely produce a more accurate picture.
- d. There are still other factors that can improve employee performance apart from leadership style and employee empowerment so this research does not reveal all matters related to employee performance.

V. Conclusion

Based on the results of research that has been carried out to test the hypothesis and answers to the proposed problem formulation, the following conclusions can be drawn:

- a. Based on the results of the hypothesis test, the leadership style variable on employee performance at the West Jakarta City Administration Parks Department has a strong and significant positive influence with a correlation coefficient of 0.781 and a coefficient of determination (r^2) of 0.611 or 61.1%. This means that a good level of employee leadership style can significantly improve employee performance in the West Jakarta Administrative City Parks Department.
- b. Based on the results of the hypothesis test of the employee empowerment variable on employee performance at the West Jakarta City Administration Parks Department, it turns out that it has a strong and significant positive influence with a correlation coefficient of 0.717 and a coefficient of determination (r^2) of 0.514 or 51.4%. This means that a high level of employee empowerment can significantly improve employee performance in the West Jakarta Administrative City Parks Department.
- c. To test the hypothesis of a double correlation between leadership style and employee empowerment variables together on employee performance in the West Jakarta City Administration Parks Department, it turns out that they have a very strong and significant positive influence with a correlation coefficient of 0.810 and a coefficient of determination (r^2) of 0.656 or 65.6%, this means that a good level of leadership style and a high level of employee empowerment together can significantly improve employee performance in the West Jakarta Administrative City Parks Department.

VI. Suggestion

Based on the results of the research and discussion in the conclusion above, try to provide suggestions that may be actionable, namely as follows:

- a. It is recommended that leadership style be improved by improving the leadership style of superiors who can embrace and influence subordinates persuasively to carry out work or activities to achieve the desired goals.
- b. It is recommended that employee empowerment be increased by encouraging employees to be more involved in formulating decisions within the organization, for example by being involved in providing input and suggestions and reviewing decisions to be made in internal meetings. In this way, it will increase ability and sense of ownership, and increase sense of responsibility so that performance increases. Empowered employees are expected to do work beyond the responsibilities given to them.
- c. It is recommended that employee performance be further improved by improving an employee's work results through overall organizational management, where the evidence of these work results must be demonstrated in a concrete and measurable way (compared to predetermined standards). To improve employee performance through the process of maximizing employee empowerment and improving a better leadership style, it is hoped that organizational goals can be achieved.

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