

THE EFFECT OF SITUATIONAL LEADERSHIP STYLE, WORK ETHIC, AND WORK MOTIVATION ON THE EMPLOYEE'S PERFORMANCE

(Study on the employees Departement of Production in PT. Gudang Garam Kediri)

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ABSTRAK

Tujuan penelitian ini adalah untuk mengetahui pengaruh simultan gaya kepemimpinan situasional (X1), etos kerja (X2) dan motivasi kerja (X3) terhadap kinerja karyawan PT. Gudang Garam Kediri (Y), dan untuk mengetahui pengaruh gaya kepemimpinan situasional (X1) terhadap kinerja karyawan PT. Gudang Garam Kediri (Y), etos kerja (X2) terhadap kinerja karyawan PT. Gudang Garam Kediri (Y), dan motivasi kerja (X3) terhadap kinerja karyawan PT. Gudang Garam Kediri (Y). Populasi dalam penelitian ini adalah karyawan bagian produksi PT. Gudang Garam Kediri dengan jumlah ± 25.000 orang. Teknik pengambilan sampelnya menggunakan metode random sampling dengan jumlah sampel sebanyak 100 orang. Teknik analisis data menggunakan statistic deskriptif dan regresi linier berganda. Hasil penelitian Hasil – hasil penelitian membuktikan gaya kepemimpinan situasional, etos kerja, dan motivasi kerja secara simultan mempunyai pengaruh signifikan terhadap kinerja karyawan PT. Gudang Garam Kediri. Hal ini memiliki makna bahwa keberhasilan suatu organisasi dipengaruhi oleh kinerja karyawan. Hasil penelitian juga membuktikan bahwa : variabel Gaya Kepemimpinan Situasional berpengaruh signifikan terhadap kinerja karyawan PT. Gudang Garam Kediri, variabel Etos Kerja berpengaruh signifikan terhadap kinerja karyawan PT. Gudang Garam Kediri, dan variabel Motivasi Kerja berpengaruh signifikan terhadap kinerja karyawan PT. Gudang Garam Kediri.

Kata Kunci : gaya kepemimpinan situasional, etos kerja, motivasi kerja, kinerja karyawan.

ABSTRACT

The purpose of this study is to find out the influence of simultaneous situational leadership style (X1), work ethic (X2), and work motivation (X3) toward the performance of employees in PT. Gudang Garam, Kediri (Y), and to know the influence of situational leadership style (X1) toward the performance of employees in PT. Gudang Garam, Kediri (Y), work ethic (X2) toward the performance of employees in PT. Gudang Garam, Kediri (Y), and work motivation (X3) toward the performance of employees in PT. Gudang Garam, Kediri (Y). The population of this study is the production employees of Gudang Garam Company, Kediri, with the number around 25.000 employees. The sampling technique used is random sampling method with the number of 100 employees. Data analysis techniques used is descriptive statistic and multiple linear regression. The results of this study prove that situational leadership style, work ethic, and work motivation simultaneously have a significant influence towards the performance of employees in PT. Gudang Garam, Kediri. This case means that the success of a company is influenced by employees performance. The result also proves that situational leadership style variable, work ethic variable and work motivation variable influence significantly toward the performance of employees in PT. Gudang Garam, Kediri.

Keywords : Situational leadership style, work ethic, work motivation, and employees performance

INTRODUCTION

The role of leader in an organization is very dominant, but a leader should not ignore the importance of employees' role. The employee or subordinate is one of the executives in various jobs which needs a continual motivation to increase the spirit at work. Durin (2005) stated in Brahmasari and Suprayetno (2008), the leadership is an effort to influence a lot of people by using communication to achieve the purpose, the way to influence people by instructions or command, an action that causes others to act or respond and make a positive change, an important dynamic force that motivates and coordinates an organization to obtain the goal, a capability to create a confident and support for employee in order to organization purposes achieved. So, the motivation as a support from internal to work maximally and purposefully, which can be maintained when supported by leader attitude. Therefore, the employee should get special attention from the organization, and the role of a leader is the importance of the employee. A leader should be able to understand a human greed because of it is important to motivate the employee.

Beside of leadership on the organization is work ethic. The basis of high work ethic is a desire to uphold the quality of work, so an individual who has a high work ethic will participate to give ideas in the workplace. Each of the employees has a different work ethic, an active and initiating in a cause to emerge work ethic at the workplace. The active and initiative is part of characteristics as an independent person.

Particularly, there are some important things based this research in PT. Gudang Garam, Tbk in Kediri, i.e.; 1) the employee performance of PT. Gudang Garam is individually considered as significant for both employee and organization or company concerned. By reason of the high performance more likely achieved the private or company purposes. Thus, a leadership model concerned about the way how to encourage the employee to work hard by giving all abilities and skills to actualize organization's purpose. The leadership model is important, because of leadership model expected in every individual wants to work hard and enthusiastically to achieve the high performance (Hasibuan, 2005:19). Without leadership model, an employee is tending to not feel guided to do a job well in any status in the organization. By situational leadership style, it is expected to be able to reveal an influence was given an unsure of leadership model to employee

performance PT. Gudang Garam, Tbk ; 2) Second, which underlies the importance of analyzing the influence of elements of the situational leadership model of improving the performance of the employee in PT. Gudang Garam, Tbk reviewed this research is many employees who have not been doing the job optimally. It deals with job finishing which is not in accordance with time and work standar set. Occasionally, the employee quickly resolved the job, so the accuracy of work is ignored. Besides, the work is often delayed so that the quantity of work achieved is not optimally.

LITERATURE REVIEW

The Leadership

Brahmasari and Suprayetno (2008) stated the leadership is a process of behavior influencing others to behave as will be required. Siagian (2008:24) said that the leadership capability and skill of the person who occupies the position as leader of the work unit to affect others behavior, especially the employees, to think and act properly and then through the positive behavior, the leader gives a real contribution to the organization's purpose achieving.

Based on notions above, it also can be concluded that the leader related to the person who is able to affect another part to work together in working his jobs. The relation of working together is the cause of interaction or reaction by people reciprocally within a company.

The Style of Situational Leadership

Rivai (2009:54) stated situational leadership is the competence of manager to identify an intimation of his environment, diagnosed, and adopted his leadership style based on the condition.

"The Theory of Situational Leadership" by Harsey and Blanchard (quoted by Miftah Thoha, (2012:64)) stated, the style of situational leadership based on the relationship between :

- 1) A guidance level and referrals (work behavior) were given by the leader.
- 2) A degree of emotional support (relationship behavior) was provided by the leader.
- 3) A degree of preparation shown in carrying out special duty and function or certain purpose.

Accordingly, it can be concluded that the leadership style is a pattern of behavior and strategy, which is liked and often applied by the

leader in order to achieve the purpose has become a mutual commitment.

The Basic Concept of Situational Leadership Style

Hersey and Blanchard in Gitosudarmo (2005:165) said that there are 4 kinds of leadership in situational leadership:

1) Telling Style

When an employee consolidated an organization for the first time, high task orientation and low relation orientation is the most appropriate. The employee should get more instruction in executing his duty and was introduced by rules and organization procedure.

2) Selling Style

In this second stage, the employee starts to learn his duty. The leadership of high duty orientation still needed, because the employee is not willing to accept full of it. However, the reliance and support from leaders to his employee can increase.

3) Participating Style

In the third stage, an achievement of capability and motivation of employee increase and start to search a bigger responsibility than before. In this stage, the right leadership style is the high relation orientation and low duty orientation.

4) Delegating Style

In the fourth stage, the employee gradually become more confident, experienced enough, and his responsibility is reliable.

So, it can be concluded that a leadership style that exist in the subordinate which is needed to consider include the relationship between the needs of subordinates with tasks that must be faced, psychology maturity associated with the demands of skills and the ability to perform tasks.

Work Ethic

The Sinamo (2004) viewpoint about work ethic in his book entitled "*8 Etos Kerja Profesional*" is interpreted as a set of positive behaviors rooted in belief accompanied a total commitment to work paradigm. Harsono & Santoso (2006) stated the work ethic is a working spirit based on certain values or norms. It is compatible with Sukriyanto (2000) opinion which said that work ethic is a working spirit owned by the community to work better to obtain their life values. The work ethic determines human judgments embodied in a work (Sinamo, 2004: 89).

The Three Characteristics of Work Ethic

The explanation of 3 characteristics to create a work ethic synergy can be presented in the picture bellow:

1) Interpersonal skills

The employee skills that related to how employee makes relation to other work in the workplace. The interpersonal skills include personal characteristic which is able to facilitate the formation of good interpersonal relationship and give a contribution to a person's work performance.

2) Initiative

The employee behavior facilitate him self in order to increase performance more and indirectly satisfied with performance as usual. This kinds of behavior can be described as clever, productive, enthusiast, careful. An initiative is the characteristic facilitated person to improve his performance more and indirectly satisfied with performance as usual. (Petty, 2013:218).

3) Reliable

The employee behavior is directly related to the expectation of satisfactory work result. Based on the work function of the company reliable expects is aspect related to the expectation of employee work and it is an implicit employee agreement to carry out some function of work. An employee was expected to be able to satisfy a minimum of expectation company, without exaggerating up to over doing a job that is not his own.

Work motivation

According to Manullang (2002: 147) pointed out that the motivation of work is the thing that gives rise to encouragement or morale. Shortly, work motivation is a morale booster. According to Aries and Ghazali (2006: 126) in Murty and Hudiwinarsih (2012) that motivation is "giving encouragement of individuals to act which causes the person to behave in a certain way that leads to the goal"

From the terms above, it can be explained that motivation is the provision of stimulation or encouragement or employee morale to improve the performance of employee to work in accordance with the standards desired by the leadership.

Motivation Theories

According to Herzberg in Manullang (2002), the factors that serve as motivators toward the employees, those are able to satisfy and encourage people to work well consist of:

- a. **Achievement**
A leader has to study his subordinates and his job by giving the opportunity for subordinates to work and succeed. If the subordinate succeeds in doing his work, the leader has to state the success. Employees should be given the opportunity to develop themselves without the control of superiors.
- b. **Recognition**
The appreciation or acknowledgment of an achievement that someone has achieved will be a powerful motivator in which recognition will give a higher inner satisfaction of the reward than the material. Recognition of subordinate success can be hold in various ways as follows:
 - 1) Giving letters of appreciation
 - 2) Giving reward in a form of money
 - 3) Giving rise or promotion
- c. **The work it self**
Leader strives the subordinates in order that they understand the importance of work and try to avoid saturation of work so that satisfactory results can be realized.
- d. **Responsibility**
Having a sense of belonging will lead a motivation to also feel responsible with what happens in the company.
- e. **Development of individual potential**
The development of a person's ability either from work experience or an opportunity to advance can be a powerful motivator for the workforce, so that it can be seen the level of employee performance. Leader has to maintain their employees who excel and allow for development.

Employee performance

The term of performance according to Mangkunegara (2005: 67) was "the work in quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given to him." Performance is the most significance thing used as a foundation to know about the performance of these employees. Gomes (2010: 195) stated that the definition of employee performance as an expression such as output, efficiency and effectiveness often associated with productivity.

In conclusion, performance of Human Resources (HR) is the performance of work or output both the quality and quantity achieved by HR unity period of time in carrying out its work duties in accordance with the responsibilities given to him.

Performance results reflect the quality and quantity of work accomplished by employees in performing their duties in accordance with the responsibilities assigned to them, the employees' performance is measured by the Quality and Quantity. It is the result of the quality and quantity of work accomplished by an employee in performing their duties in accordance with the responsibilities given to them.

- 1) Quality
- 2) Quantity
- 3) Timeliness
- 4) Cost-effectiveness
- 5) Need for supervision
- 6) Interpersonal impact

Hypothesis

1. Alleged Situational Leadership Style (X1), Work Ethic (X2) and Work Motivation (X3) have a significant effect simultaneously on employee performance of PT. Gudang Garam Kediri.
2. Alleged Situational Leadership Style (X1) has a significant effect on employee performance PT. Gudang Garam Kediri.
3. Work Ethic (X2) has a significant effect on employee performance of PT. Gudang Garam Kediri.
4. Motivation Work (X3) has a significant effect on employee performance PT.Gudang Garam Kediri.

RESEARCH METHODS

This research uses quantitative approach with survey method that is research which take sample from population and use questioner as data collecting tool. Type of research used in this research is explanatory research (explanation). According to Sugiyono (2006: 10) explanatory research is research that intends to explain the position of variables studied and the relationship between one variable with another variable.

Population can be regarded as whole elements that become the object of research, for that the population of the research is the employee

of the production of PT. Gudang Garam Kediri with an amount of ± 25,000 employees. The sampling technique used is simple random sampling method. Determination of the number of samples from the population by using the Slovin formula in Sevila (2002: 60). Thus the number of samples used in this study is as many as 100 respondents. Data analysis techniques used are:

1. Descriptive Statistics Analysis

This type of analysis is used to analyze the data in a way that describe or depict the data that have been collected as they are without making general conclusions that prevail in the public or generalization. This research describes the Situational Leadership Style variables (X1), Work Ethics (X2), work motivation (X3) and employee performance (Y) by distributing items of each variable. The collected data will be processed and later on tabulated in frequency table. After that, the data will be processed descriptively. The measurement of description is by doing numeration whether in number or percentage.

2. Multiple Linear Regressions

This analysis is used to predict how the circumstance of dependent variable when two or more independent variables as predictor's factors are manipulated (raised or lowered). In doing so, the multiple linear analysis will be performed when the number of independent variables are at least 2. The analysis is also used to find out independent variables that are most influential among other variables on the dependent variable using a multiple linear regression equation (Sugiyono, 2006: 227).

3. F Test

F test is performed to test the influence of independent variables simultaneously to the dependent variable. This test aims to test whether the hypothesis in a study is acceptable or rejected.

4. t Test

t test is performed to test the influence of independent variables partially to the dependent variable. This test aims to test whether the hypothesis in a study is acceptable or rejected.

RESULTS AND DISCUSSION

Descriptive Statistics Analysis

From the results of data analysis conducted by the researchers, it can be seen that the whole statement items of Situational Leadership Style, the employees of PT. Gudang Garam Kediri (X1.1-

X1.13) respondents are, in average, tend to agree. With the total average score of 3.76, it means most of the respondents agree with Situational Leadership Style that applied by PT Gudang Garam Kediri to their employees.

From the whole items statement in Work Ethic the employee of PT Gudang Garam Kediri (X2.1-X2.9), in average, respondent led into the agree statement with the average score of 3.79. This means that most of the respondents have a high Work Ethic in doing their job in PT Gudang Garam Kediri.

Of the overall statement items in Work Motivation at PT. Gudang Garam Kediri (X3.1-X3.12), the Mean of respondents leads to the statement agree, with total Mean score of 3.75, meaning that most of the respondents have high motivation in carrying out the work at PT. Gudang Garam Kediri employees' performance (Y).

And Of the overall statement items on employees' performance of PT. Gudang Garam Kediri (Y.1-Y.18), the average of the respondents leads to the statement agree, with the total Mean score of 3.90, meaning that most of the respondents have a high working performance in running the job at PT. Gudang Garam Kediri employees' performance (Y).

Multiple linear regression

Regression analysis was used to calculate the magnitude of influence between independent variables, namely Situational Leadership Style Work Ethics and Work Motivation toward the dependent variable that is Employee Performance (Y). By using SPSS for Windows obtained regression model as in Table 1.

Table 1. Multiple Linear Regression Test Result

Variabel Bebas	Unstandardized Coefficients (B)	Standardized Coefficients (β)	t Hitung	Level of Sig. (α=5%)	Keterangan
X1	.650	.479	5.972	.000	Signifikan
X2	.641	.339	4.250	.000	Signifikan
X3	.212	.167	2.822	.006	Signifikan
Constanta	6.947				
R	=0,898				
Adjust R ²	=0,801				
Fhitung	=133,491				
Ftabel	= 2,23				

Source: processed primary data, 2017

From the results of the above analysis can be described as follows:

$$Y = 6,947 + 0,650X1 + 0,641X2 + 0,212X3$$

Based on the above test, we can know the magnitude of contribution of free variable to dependent variable, such as Situational Leadership Style 0,650, Work Ethic Style 0,941, and Motivation 0,212. As of it can be concluded that Situational Leadership Style Work Ethics and Work Motivation positively affected employee performance. In other words, if the Situational Leadership Style of Work Ethics and Work Motivation increased, it will be followed by improvement of employee performance.

Coefficient of Determination (Adj. R2)

Based on the results of Adjusted $R^2 = 0.801$, it can be explained that 80.1% of employees performance of PT. Gudang Garam Kediri is able to be explained by Situational Leadership (X1), Work Ethics (X2), and Work Motivation (X3), the rest of 19.9% is explained by other variables not included in this research.

Simultaneous Test (F Test)

The first hypothesis examines the variables of Leadership Style (X1), Work Ethic (X2), Work Motivation (X3) simultaneously have a significant effect on Employees Performance (Y). The F test results can be seen in table 2 as follows:

Table 2. F Test Result

Variabel Bebas	Variabel Terikat	F Hitung	F Tabel	Signifikan ($\alpha=5\%$)	Keterangan
Gaya Kepemimpinan Situasional (X1) Etos Kerja (X2) Motivasi Kerja (X3)	Kinerja Karyawan (Y)	133,491	2,23	0,000	Signifikan

Source : processed primary data, 2017

Based on table 2 above, it showed that the result of F count 133,491 was greater than F table 2,23 or F count had a significant level (p)=0,000 that was smaller ($<$) than $\alpha=0,05$. Accordingly, the first hypothesis which stated that free variable consisted Situational Leadership Style (X₁), Work Ethic (X₂), and Work Motivation (X₃) simultaneously had significant effect toward employee performance of PT. Gudang Garam Kediri (Y) could be proved.

t Test

The second hypothesis examines the significant effect of Situational Leadership Style (X1) have a significant effect on employees' performance PT. Gudang Garam Kediri (Y), Work Ethic (X2) have a significant effect on employees' performance PT. Gudang Garam Kediri (Y), Work Motivation (X3) have a significant effect on employees'

performance PT. Gudang Garam Kediri (Y). The t test result is shown in the following table :

Table 3. t Test Result

Dependent Variable	Independent Variable	t count	t table	Significant ($\alpha=5\%$)	Annotation
Employees Performance (Y)	Situational Leadership Style (X1)	5.972	1,663	.000	Significant
	Work Ethic (X2)	4.250	1,663	.000	Significant
	Work Motivation (X3)	2.822	1,663	.006	Significant

Source : processed primary data, 2017

The result of t_{test} shows that t_{count} of Situational Leadership Style (X1) is 5.972, which greater than ($>$) t_{table} pf 1.663 at 0.000 significant level smaller than ($<$) 0,05. the value Work Ethic t_{count} (X2) is 4,260 greater than ($>$) t_{table} of 1,663 at significant level (p) of 0.000 is smaller than ($<$) 0.05, the value of Work Motivation t_{count} (X3) of 2.822 is greater than ($>$) t_{table} of 1,663 at significant level (p) of 0.006 smaller than ($<$) 0.05. So, it can be said that Situational Leadership Style (X1), Work Ethic (X2), and Work Motivation (X3) variables have a significant effect on PT. Gudang Garam Kediri employees' performance (Y) is provable.

Discussion

1. Effect of Situational Leadership Style, Work Ethic and Work Motivation on Employee Performance.

From the results of data analysis conducted by the researchers, it can be seen that the variable situational leadership style, work ethic and work motivation simultaneously significant to employee performance of PT. Gudang Garam Kediri (Y). This can be seen from the result of F test statistic 133,491 bigger than F table 2,23 with significant level (p) = 0.000 smaller ($<$) from $\alpha = 0,05$. The results also prove 80.1% employee performance PT. Gudang Garam Kediri can be explained by situational leadership style variable work ethic and work motivation which is 19,9% explained by other variable not included in this research. The results of research in accordance with research results Ratri (2013) leadership style, work ethic and motivation simultaneously significant to the performance of employees Retail employees at PT. Propan Raya ICC Semarang Branch.

2. Effect of Situational Leadership Style on employee performance

Result of research proves significant situational leadership style to employee performance of PT. Gudang Garam Kediri. The

amount of influence of situational leadership style on employee performance can be seen from the regression value of 0.650 with Situational Leadership Style (X1) $T_{counted}$ value 5.972 larger ($>$) T_{table} value 1.663 at significant level 0.000 less than ($<$) 0.05. This case supported the theory which put forward by Hersey and Blanchard (2002) a person's leadership style is the pattern of behavior that the person shows at the same time as others perceived by others. The determination of a person's leadership style lies in how his role assesses the behavior of the leadership when they relate to his followers. As of to know the quality of leadership, it depends on the responses of the followers on the behavior of the leadership in question when they are mutually interconnected. Moreover, the followers provide a positive response and try to meet the expectations of leaders in achieving the goals set, then it is said that the leader has an effective situational leadership style. The results of research support the research of Prakoso (2004), that there is a significant / strong influence between the variables of leadership style with the spirit and passion of employees.

3. Effect of Work Ethics on employee performance.

The result of research proves that work ethic had a significant effect on employee performance of PT. Gudang Garam Kediri. The magnitude of work ethic influence on employee performance can be seen from the regression coefficient value of 0.650 with t_{count} work ethic (X2) 4,250 larger ($>$) than t_{tabel} 1,663 at significant level 0.000 less than ($<$) 0,05. The result of this research supported Ratri (2013) that work ethos have a positive effect to employee performance, mean if work ethic which is indicated by having a positive appraisal to the human being, work as activity meaningful for life and work did as a form of worship, hence employee performance will increase.

4. Effect of Work Motivation on employee performance.

Result of research proves significant work motivation to employee performance of PT. Gudang Garam Kediri. The magnitude of work motivation influence on employee performance can be seen from the regression result of 0.212 with t_{count} work motivation (X3) 2,822 bigger ($>$) t_{table} value 1,663 at significant level 0,006 less than ($<$) 0,05. This case had a high motivation to work for someone who behaves well, therefore high employee motivation is directly proportional to

company performance. Provision of motivation is one of the goals for employees who are given the motivation to work in accordance with the choice of work and responsibility given to corporate objectives can be achieved with good. The results of this study was in accordance with research results of Ratri (2013) positive work motivation on employee performance, it could be interpret the difference of good workforce, that employees can complete the task in accordance with the plan set by the company, instance encourage the creativity of employees and they were required to excel in work, then the performance of employees will increase.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

1. The results of research showed Situational Leadership Style and Working Ethics, Work Motivation simultaneously had a significant influence on the performance of employees of PT. Gudang Garam Kediri. This has the meaning that the success of an organization is influenced by employee performance.
2. The results showed that:
 - a. Variable of Situational Leadership Variable Variables significantly affected the performance of employees of PT. Gudang Garam Kediri.
 - b. Variable of work ethic significantly affected the performance of employees of PT. Gudang Garam Kediri.
 - c. Variable of work motivation had a significant effect on to employee performance of PT. Gudang Garam Kediri.

Suggestion

1. Management of PT. Gudang Garam Kediri needs to combine situational leadership style with another style of leadership, this is done because the level of maturity of employees is not the same. The leader should be able to recognize how far the maturity level of each of his staff, so as to determine the most appropriate leadership style for his staff.
2. From the result research above, especially in variable of Situational leadership Style in the indicator of telling and participating need an increase in the performance of the leadership of accuracy in conducting supervision and involvement in solving problems with subordinates. To maintain attitudes and leadership styles that support the achievement of corporate goals, it is necessary to have

proper supervision of the leadership of subordinates, because the leadership is a figure and role model for his subordinates so that decisions and policies will also affect employee performance, and expected later will be able to support work performance competitive companies in today's economic conditions.

3. At Variable work ethic especially on indicator Initiative in item have high productivity this needs more attention from the company because this can affect the purpose of the company itself.
4. Also it is needed a further attention on work motivation variables on the indicators of achievement/success and self-development, especially on items improving skills and knowledge, as well as the drive to complete the work effectively and efficiently.
5. Also, it needs further assessment of the company against employee performance variables contained in the indicators Interpersonal impact and Timeliness that is on the discipline items in using time and cooperation among colleagues. Because the employee performance appraisal constitute as a mean to improve employees who do not perform their duties properly and make employees understand the position and role in creating the achievement of corporate goals. This matter will increase employee motivation to perform even better because each can work better and properly according to their responsibilities
6. Physiological matter should be considered by the company because physiological needs that is related to the fulfillment of the most basic human needs that must be done right away such as the needs of food, clothing, shelter and rest then employees will feel satisfied that encourages employees to work harder in carrying out his work. Company needs to provide adequate salaries and adequate allowances so that physiological needs can be met.
7. For further researchers who are interested to continue this research is expected to improve it by using other variables that affect employee performance, which include: compensation, communication, education, training and other variables that affect employee performance so that research can be more developed and expanded the grace

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