

THE OPTIMIZATION OF LEADERSHIP MEDIATION, WORK ENVIRONMENT, AND COMMUNICATION FOR EMPLOYEE PERFORMANCE IN DISTRICT SERVICE DIVISION IN PT. STATE ELECTRICITY COMPANY

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THE OPTIMIZATION OF LEADERSHIP MEDIATION, WORK ENVIRONMENT, AND COMMUNICATION FOR EMPLOYEE PERFORMANCE IN DISTRICT SERVICE DIVISION IN PT. STATE ELECTRICITY COMPANY

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Abstract: This study identifies and analyzes optimization by work morale to mediate leadership style, work environment, and communication on the performance of employees of PT. State Electricity Company (PLN PERSERO) Customer Service Unit. This research was conducted using a quantitative, descriptive approach. The population in this study were employees of PT. State Electricity Company (PLN PERSERO) of the Customer Service Unit, amounting to 48. We use path analysis techniques to determine the direct and indirect relationship between leadership style, work environment, and communication on employee performance. As well as how the enthusiasm of work mediates the variables of leadership, work environment, and communication on the performance of employees in the Nuisance Services Division at the PT State Electricity Company, Network Service Unit. The results of this study conclude that (1) leadership style has a positive effect on morale, (2) leadership style directly has a positive effect on work performance, (3) work environment has a positive effect on morale, (4) the work environment directly has a positive effect on work performance. (5) Communication has a positive effect on morale, (6) communication directly has a positive effect on work performance, (7) work performance has a positive effect on morale. (8) Leadership style indirectly positively influences work performance through work morale as an intervening variable, (9) work environment has a positive effect on work performance through work morale as an intervening variable, (10) communication style positively influences work performance through work morale as an intervening variable in service division employees at PT. State Electricity Company (PLN PERSERO) Customer Service Unit.

Keywords: Leadership Style, Work Environment, Communication, Work Spirit, Employee Performance.

INTRODUCTION

Human Resources (HR) is a very valuable asset or a large investment that will be the main factor that determines an organization or company. Management of Human Resources Management (HRM) is right for an organization or company will be a major factor and bring maximum success. A superior company has strong human resources who can compete in the global world and bring the company to be more successful.

Human resources can be said as a great asset that is priceless for an organization because quality human resources will be able to encourage creativity and innovations that are sustainable in the organization so that the organization will continue to develop innovations concerning achieving success sustainable. As a major investment, quality human resources in an organization will also be able to help to design and produce goods and services well, oversee the quality of goods or services or output that will be produced, market the goods or services, manage the financial resources of an organization and will also be able to formulate organizational strategies and objectives.

Effective human resource management requires finding the best way to plan human resources, organize human resources, direct human resources, develop human resources and evaluate the performance of human resources in an organization to achieve the goals of the organization or company. Utilization of human resource management also involves understanding the individual needs of employees so that the potential of human resources within the employee can be explored and fully utilized. But human resources can also be a problem in an organization. By having low-performing human resources, the organization will certainly perform less optimally. Therefore, the concept of human resource management is needed by an organization to ensure that human resources that perform less than the maximum can be transformed into good and quality human resources and also have loyalty in an organization.

One factor that can be influenced by factors in individual character with the work environment, while a person's behavior is generally motivated by the desire to achieve certain goals, thus the needs which are life goals can be met. If the need for affiliation is urgent, people will act and form others in need, trying to foster pleasant and mutual understanding relationships. Several studies related to the effect of motivation on commitment are shown by research conducted by Argensia et al (2014), Buraidah (2014) which states motivation has a significant effect on employee performance.

Motivated employees are often caused by working environment conditions. According to Nitisemito (2001: 110), the work environment is something that exists workers who influence themselves in carrying out tasks. Such as temperature, humidity, pollution, air, lighting ventilation, noise, cleanliness of the workplace, and the adequacy of work equipment tools. Managers need to understand the nature of

the work environment where activities are directed at the goal and be able to change that environment if deemed necessary to create a more appropriate atmospheric for the business and increase employee job satisfaction.

Today, companies are increasingly customer-oriented and large-scale change. Big changes will always be related to strategy determination. One strategy that can be taken is to form human resources that can work together, besides the company needs to provide environmental conditions that make employees comfortable working, so they will be able to create a solid workgroup and have good performance. It will shape employee attitudes and behavior following the company's vision and mission to achieve its goals.

In this research, District Service Division In Pt. State Electricity Company (PLN) as a subject. Considered determining to community public services. Employees need to take education and according to their field company also part of the state. The employees need a common tho work more varied. Employee performance need to be qualified and improvement. It could be supported by the spirit of work. Based on the description of the research related to leadership mediation, work environment, and communication for employee performance as a spirit of work for the optimization of employee performance.

LITERATURE REVIEW

Leadership Style

Leadership style is a pattern of behavior shown by leaders in influencing others (Ardana et al, 2012: 181). According to Hersey and Blanchard (2012: 277) states "The style of leadership is a pattern of behavior carried out by that person when trying to influence the activities of others, as seen by others". Meanwhile, according to Thoha (2012: 49) explains that "Leadership style is the norm of behavior that is used when someone is trying to influence the behavior of others".

The pattern of behavior can be influenced by several factors such as values, assumptions, perceptions, expectations, and attitudes that exist in the leader. Various studies of leadership styles conducted by experts are based on the assumption that the particular behavior patterns of leaders in influencing subordinates also determine their effectiveness in leaders.

Leadership style is the behavior or method chosen and used by the leader in influencing the thoughts, feelings, attitudes, and behavior of the members of the organization or subordinates. The relationship between leaders and subordinates can be measured through workers' assessment of the leadership style of leaders in directing and developing their subordinates to carry out the work.

Specifically, five main elements are the essence of leadership, namely: (i) the element of leader or person who influences; (ii) the element of the person being led as the party affected; (iii) the element of

interaction or activity/business and influencing process; (iv) the element of objectives to be achieved in the process of influencing; and (v) elements of behavior or activities carried out as a result of influence. In addition, there are five leadership functions, namely: (i) decision making function; (ii) instructive function; (iii) consultative function, (iv) participatory function; and (v) delegation functions (Nawawi and Hadiri, 2012: 115).

Work environment

Development and development mean dynamic change, something that is expected to have a positive impact. One aspect of development is the creation of a conducive work environment. The work environment is factors outside of humans both physical and non-physical in an organization.

A good and clean work environment, getting enough light, free from noise and disturbance, obviously will motivate its employees to do their jobs well. But a bad work environment, dirty, dark, stuffy, moist, and so on will cause fatigue and reduce creativity. Therefore, company leaders who have high creativity will be able to create a pleasant work environment for employees and can achieve the goals of the company.

According to Sedarmayanti (2011: 8) the work environment is the overall tools and materials faced by the surrounding environment in which a person works, his work methods, as well as work arrangements both as individuals and as groups. The condition of the work environment is said to be good or appropriate if humans can carry out activities optimally, healthy, safe, and comfortable. The suitability of the work environment can be seen as a result of a long period. Furthermore, the unfavorable work environment can require more labor and time and does not support obtaining an efficient work system design. Sunyoto (2012: 43) stated that the work environment is everything that is around the workers and that can affect him in carrying out the tasks that are charged, such as cleanliness, music, lighting, and others.

Communication

Communication style is the communication behavior carried out by someone in an organization that aims to get feedback from other people about the organizational message delivered. From the above definition, it can be explained that the communication style is a set of specialized interpersonal behaviors that are used in a particular situation. Each communication style consists of a set of communication behaviors that are used to get certain responses in certain situations.

The appropriateness of a communication style used depends also on the intent of the sender and the expectations of the recipient. Steward L. Tubbs and Sylvia Mos stated "Communication style is characterized by the existence of a will or intention to limit, coerce and regulate the behavior, thoughts,

and responses of others. People who use this style of communication are known as one-way communicators "

Communication style is a set of interpersonal behaviors that are specialized and used in a particular system. Each communication style consists of a set of communication behaviors that are used to get certain responses in certain situations. The appropriateness of a communication style used depends on the intent of the sender and the expectations of the recipient.

Communication style is influenced by the situation, not to the type of person, communication style does not depend on the type of person but the situation at hand. Everyone will use different communication styles when they are happy, sad, angry, interested, or bored. Likewise, with someone who is talking with a good friend, someone who is new and with children will talk in a different style. Besides the style used is influenced by many factors. The communication style is dynamic and very difficult to guess. Like culture, communication style is something relative.

Spirit at work.

Work spirit is the mental attitude of an individual or group that shows enthusiasm to carry out his work so that it encourages to be able to work together and be able to complete tasks on time with a sense of responsibility towards the work assigned to him. To discuss morale. Many experts define morale from a different perspective.

Work spirit is the desire and sincerity of someone to do well and be disciplined to achieve maximum work performance (Hasibuan, 2018: 152) Work spirit is the ability of a group of people to work together actively and consistently in pursuing common goals. (Tohardi, 2012: 427)

From some of the opinions mentioned above, it can be said that basically morale is a condition that arises from within an individual that causes the individual or human being to do work in a happy atmosphere so that they work diligently, quickly, and better. That spirit describes a feeling related to a situation that reflects the spiritual condition or behavior of individuals that stimulate each individual to do a job better and is more enthusiastic in achieving organizational goals that have been set.

Performance of Employees

A company organization is founded because it has certain goals that it wants and must achieve. In achieving its objectives every organization is influenced by organizational behavior. One of the most common activities carried out in an organization is employee performance, which is how he does everything related to a job or role in the organization.

The performance measured is not only the aspects of loyalty, productivity, and effectiveness as well as the work ethic of each employee, but in terms of leadership aspects. Based on the results of the assessment of leadership aspects, the company can program the career path for each employee. Thus, it is

expected that the company will have professional and qualified officials from various levels, starting from the position of section chief, section head, manager, general manager, to director though.

Understanding performance or performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of the organization as outlined in the strategic planning of an organization. Performance is a complete view of the state of the company for a certain period, is a result or achievement that is influenced by the company's operational activities in utilizing the resources owned according to Helfert in Veitzhal (2010: 604). According to Moeheriono (2015: 69), the meaning of the word performance comes from the words job performance and is also called actual performance or actual work achievements or achievements that have been achieved by some employees. Moeheriono (2015: 11) In his book concludes the definition of employee performance or the definition of performance or performance as a result of performance that can be achieved by someone or a group of people in an organization both qualitatively and quantitatively, following the authority, duties, and responsibilities of each in efforts to achieve the goals of the organization concerned legally, not violating the law and by morals or ethics.

METHODOLOGY

In this study using descriptive qualitative research methods, because in assessing the problem, researchers do not prove or reject the hypothesis made before the study but process data and analyze a problem non-numerically. Qualitative method to test hypotheses/theories (Sugiyono, 2016: 38). Based on a series of theories about quantitative research, because this type of research focuses on the description of data in the form of sentences that have a deep meaning derived from informants and observed behavior. Data from the results of this study are in the form of facts found during the field by researchers (Sugiyono, 2016: 38).

According to Sugiyono (2014: 8), quantitative methods are: "Research methods based on the philosophy of positivism, are used to examine populations of a particular sample, sampling techniques are generally random, data collection using research instruments, quantitative or statistical data analysis with the goal is to test a predetermined hypothesis. " According to Sugiyono (2013: 81) understanding of the sample is as follows: "The sample is part of the number and characteristics possessed by the population". The sample used for research must be representative or be able to represent the population through characteristics and characteristics that can represent that population. For research that uses the entire study population, the entire research unit is the research sample. This is closely called the total population. Meanwhile, for studies that do not use the entire study population, the so-called sampling technique (Zaluchu, 2012) applies. The sample in this study were employees of PT. State Electricity Company (PLN Persero) Network Repair Unit totaling 48 employees.

Data collection techniques used in this study aims to obtain data directly from the sample under study. In this research, several research methods are used including field research and literature study. In line with this research, the data sources used are primary and secondary data sources. Primary data sources are data obtained directly from the responses of respondents at PT. State Electricity Company (PLN Persero) Unit for the Improvement of the Network, while secondary data sources are data obtained from previous research, literature, print media (newspapers and magazines), and electronic media (internet).

The first step in path analysis is to design a path diagram according to the hypothesis developed in the study. Based on the research title, the path analysis model in this study can be described as follows:

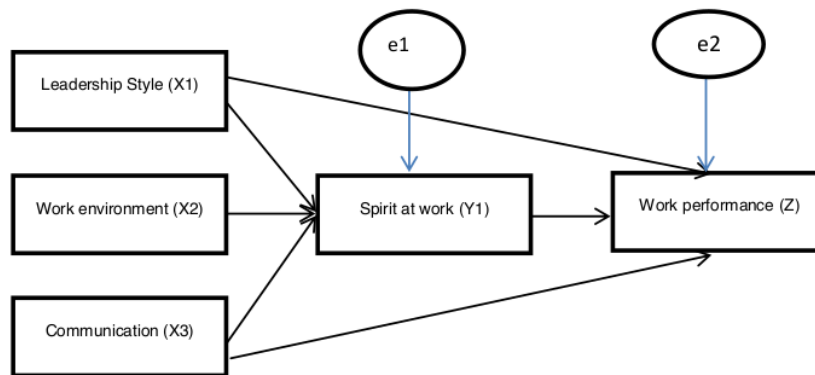


Figure 1 Research Model

Hypothesis

1. The Influence of Leadership Style, Work Environment, and Communication on the Spirit of Work at PT. State Electricity Company (PLN Persero) Reparation Unit of Network.
2. The Effect of Leadership Style, Work Environment, and Communication on Employee Performance at PT. State Electricity Company (PLN Persero) Reparation Unit of Network.
3. The Influence of Work Morale on Employee Performance at PT. State Electricity Company (PLN Persero) Reparation Unit.

All of the collected data will be analyzed using descriptive statistics. The internal consistency of the instrument was tested by hypotheses and factor analysis was used for testing the validity. Then, the regression analysis was used to test the direction and the intensity influence between dependent and independent variables.

RESULT AND DISCUSSION

Structural Equation

According to Juliansyah Noor (2014: 84) "Structural equation is an equation that states the relationship between variables in the existing path diagram". Based on the path diagram in Figure 3.1 above, it can be formulated in the form of structural equations, namely:

First substructure path equation:

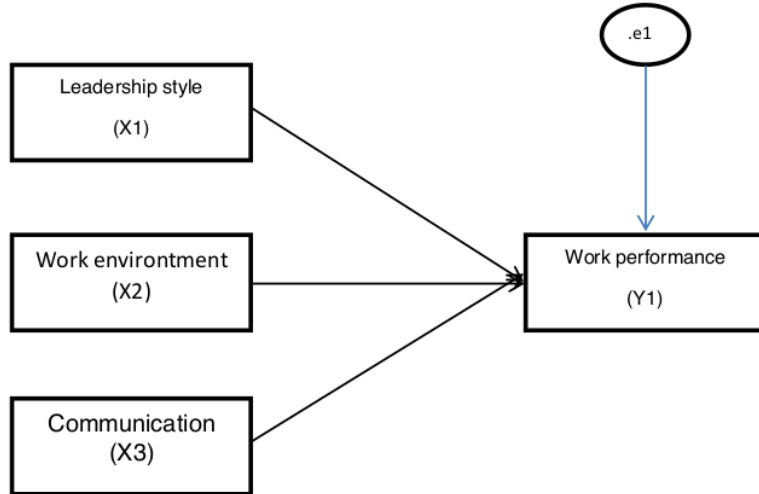


Figure 2 First Sub-structure: path diagram X1, X2, X3 with respect to Y1

$$Y1 = \rho_{YX1} X1 + \rho_{YX2} X2 + \rho_{YX3} X3 + \epsilon1 \dots \dots \dots \text{Structure 1}$$

The path equation of the second sub structure

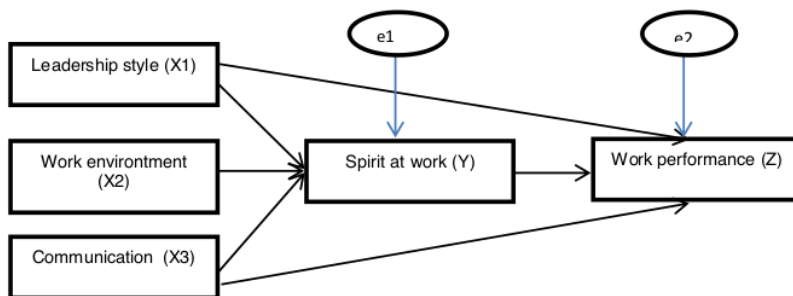


Figure 3 The second sub structure

$$Y2 = \rho ZX1 X1 + \rho ZX2 X2 + \rho ZX3 X3 + \rho ZY Y1 + \epsilon 2 \dots \dots \text{ (Structure 2)}$$

Note :

- X1 = leadership style
- X2 = work environment
- X3 = communication style
- Y1 = spirit at work
- Z = Employee performance
- $\epsilon 1$ = Another factor influencing Disclosure of Work Spirit
- $\epsilon 2$ = Another factor influencing performance
- Pz = Path coefficient

The manual steps taken in the path analysis are: After the path coefficient is calculated, then hypothesis testing is carried out to prove the independent variables being studied have a significant effect on the dependent variable.

In this study the data obtained by directly delivering the questionnaire to respondents who were at PT. State Electricity Company (PLN Persero) Unit for Reparation of Network. In distributing questionnaires to companies conducted by distributing 48 questionnaires. Each questionnaire is given to the respondent and it is expected that the respondent can fill out the statements submitted on the questionnaire following the actual situation. Of the 48 questionnaires distributed, all can be processed into useful data for the continuation of this research.

Instrument Test Results

Validity test

Validity test is used to find out whether the questionnaire is valid or valid to be used as a variable measurement tool. Tests using the calculated r value and r table. R value is the correlation of respondents' answers in each question item on each variable to see the value of the corrected item-total correlation. As for the value of r table obtained using the product-moment r table, namely with $df = n - 2$, then $70 - 2 = 68$ and the level of sig. $\alpha = 0.05$, we get r two-sided table of 0.2352. The results of the validity test can be seen in Tables 1 until Table 5

Table 1. Validity Test Results of Leadership Style Variable (X1)

Variable	r value	r table	Note
Item 1	0.672	0.2352	Valid
Item 2	0.627	0.2352	Valid
Item 3	0.717	0.2352	Valid
Item 4	0.575	0.2352	Valid
Item 5	0.299	0.2352	Valid
Item 6	0.398	0.2352	Valid

Source: Primary data processed, 2019.

Table 2. Validity Test Results of Work Environment Variables (X2)

Variable	r value	r table	Note
Item 1	0.560	0.2352	Valid
Item 2	0.780	0.2352	Valid
Item 3	0.691	0.2352	Valid
Item 4	0.673	0.2352	Valid
Item 5	0.687	0.2352	Valid
Item 6	0.393	0.2352	Valid

Source: Primary data processed, 2019

Table 3. Validity Test Results of in Communication Style Variables (X3)

Variable	r value	r table	Note
Item 1	0.554	0.2352	Valid
Item 2	0.552	0.2352	Valid
Item 3	0.687	0.2352	Valid
Item 4	0.309	0.2352	Valid
Item 5	0.402	0.2352	Valid
Item 6	0.411	0.2352	Valid

Source: Primary data processed, 2019

Table 4. Validity Test Results of Work's spirit Variable (Y1)

Variable	r value	r table	Note
Item 1	0.575	0.2352	Valid
Item 2	0.311	0.2352	Valid
Item 3	0.646	0.2352	Valid
Item 4	0.345	0.2352	Valid
Item 5	0.575	0.2352	Valid
Item 6	0.668	0.2352	Valid

Source: Primary data processed, 2019

Table 5. Validity Test Results of Employee Performance Variables (Z)

Variable	r value	r table	Note
Item 1	0.529	0.2352	Valid
Item 2	0.478	0.2352	Valid
Item 3	0.321	0.2352	Valid
Item 4	0.415	0.2352	Valid
Item 5	0.478	0.2352	Valid
Item 6	0.570	0.2352	Valid
Item 7	0.608	0.2352	Valid

Source: Primary data processed, 2019

Because there are 48 samples, r-table is 0.2352. From the above table it can be seen that the calculated value is greater than r-table, it can be concluded that all indicators of communication style variables, work environment, leadership style, work morale, and employee performance are declared valid

Reliability Test

Reliability test is used to determine the reliability of the questionnaire as a variable measurement tool. The questionnaire is declared reliable if the respondent's answer is constant or consistent if asked the same question. The reliability test results can be seen in table 6.

Table 6. Reliability Test Results

Variable	Cronbach's Alpha Result	Note
Communication style	0,674	Reliabel
Work environment	0,697	Reliabel
Communication	0,640	Reliabel
Work's of spirit	0,630	Reliable
Work performance	0,760	Reliabel

Source: Primary data processed, 2019

The reliability test results showed that the Cronbach's alpha value was greater than 0.60, so it can be concluded that the questionnaire of the variables of communication style, work environment, leadership style, work morale, and employee performance was stated to be reliable.

Classic assumption test

Multicollinearity Test

Multicollinearity testing is used to show whether there is a strong correlation between the independent variables, where a good regression model does not have a strong correlation between the independent variables. Multicollinearity test can be seen from the Tolerance and VIF values. If the Tolerance value is above 0.1 and VIF is below 10 then there is no multicollinearity. Multicollinearity test results can be seen in table 7.

Table 7. Multicollinearity Test Results

Variable	Collinearity Statistics	
	Tolerance	VIF
Leadership style	0.977	1.023
work environment	0.982	1.019
Communication style	0.994	1.007

Source: Primary data processed, 2019

Based on the results of the multicollinearity test shows that among the independent variables of communication style, work environment and leadership style does not occur multicollinearity, because the Tolerance value is above 0.1, and the VIF value is below 10.

Heteroscedasticity Test

The heteroscedasticity test is intended to see whether there is an unequal variance from the residuals of one observation to another regression of the variance from the residuals one observation to another must be permanent or not heteroscedasticity occurs. The test is carried out using graph media, namely scatterplot graphs, provided that the graph does not form a clear pattern, and the points spread above and below the number 0 on the Y axis, then there is no heteroscedasticity. The graph of the heteroscedasticity test can be seen in figure 4.

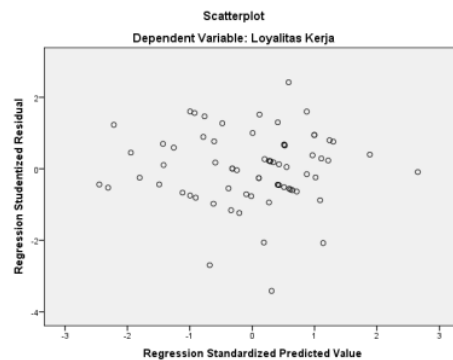


Figure 4 Scatterplot

Source: Primary Data Processed, 2019

The graph of the two scatterplots above shows that the points on the graph cannot form certain clear patterns, where the points spread above and below the number 0 on the Y axis, thus heteroscedasticity does not occur.

Normality test

This normality test is done by using the Kolomogorov-Smirnov test. Test results for normality using the Kolomogorov-Smirnov test can be seen in table 8.

Table 8. Kolmogorov-Smirnov Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		48
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	1.70931023
Most Extreme Differences	Absolute	.083
	Positive	.043
	Negative	-.083
Kolmogorov-Smirnov Z		.697
Asymp. Sig. (2-tailed)		.717

a. Test distribution is Normal.

b. Calculated from data.

Source: Primary Data Processed, 2019

Based on the normality test results indicate that the Asymp value. Sig. (2-tailed) in unstandardized residuals of 0.717, this indicates a value greater than 0.05, so it can be concluded that the data tested were normally distributed. Besides using the Kolmogorovsmirnov test, this normality test is also supported by the results of the normal probability plot graph. Regression meets the assumption of normality if the data spread around the diagonal line and follows the direction of the diagonal line or the histogram graph shows the normal distribution pattern. More details about the normality test results can be seen in the following graph:

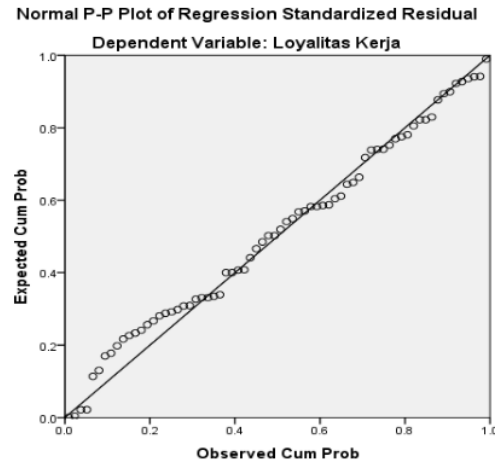


Figure 5. P-Plot

Source: Primary Data Processed, 2019

Hypothesis testing

1. The Influence of Leadership Style, Work Environment and Communication on the Spirit of Work at PT. State Electricity Company (PLN Persero) Reparation Unit of Network

Hypothesis testing is done by t-test, this test is used to prove: It is suspected that there is an influence of leadership style, work environment, and communication style on work morale at PT. State Electricity Company (PLN Persero) Reparation Unit of Network.

The hypothesis is accepted if $t_{\text{arithmetic}} > t_{\text{table}}$ and $\text{sig.} \leq \alpha = 0.05$. T table value is obtained with degree of freedom (df) = $n - k$, which is $70 - 3 = 67$, and $\text{sig.} \alpha = 0.05$, we get t double-sided table of 1,667. While t arithmetic can be seen in table 9.

Table 9. Test Results - Dependent Variable Morale
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	21.048	3.552		5.925	.000
Leadership style	.052	.092	.156	4.568	.002
Work environment	.010	.061	.118	3.160	.003
Communication style	.349	.102	.388	5.410	.001

a. Dependent Variable: work's spirit

Source: Primary Data Processed, 2019

Based on the results of the t-test, it can be proved as follows:

- a. The results of the t-test between the leadership style and work spirit get t value = 4,568 > t table = 1,667 and sig. 0.002 < $\alpha = 0.05$. With this result, it is proved that the hypothesis stating leadership style has a direct and significant effect on morale.
- b. T-test results between the work environment against work morale get t value = 3.160 > t table = 1.667 and sig. 0.003 < $\alpha = 0.05$. With this result, it is proved that the hypothesis stating the work environment has a direct and significant effect on morale.
- c. T-test results between the communication style of work spirit get t value = 3.410 > t table = 1.667 and sig. 0.001 < $\alpha = 0.05$. With this result, it proves that the hypothesis stating the communication style has a direct and significant effect on morale.

2. The Effect of Leadership Style, Work Environment and Communication on Employee Performance at PT. State Electricity Company (PLN Persero) Reparation Unit of Network

Hypothesis testing is done by t-test, this test is used to prove: It is suspected that there is an influence of compensation, work environment and leadership style on work loyalty at PT. State Electricity Company (PLN Persero) Reparation Unit of Network.

The hypothesis is accepted if if t arithmetic > t table and sig. $\leq \alpha = 0.05$. T table value is obtained with degree of freedom (df) = n - k, which is 70 - 3 = 67, and sig. $\alpha = 0.05$, we get t double-sided table of 1,667. While t arithmetic can be seen in table 10.

Table 10. Test Results - Dependent Variable Employee Performance Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	(Constant)	5.732	2.977		
Leadership style	.111	.062	.132	3.843	.002
Work environment	.058	.042	.103	2.090	.003
Communication	.230	.075	.244	4.778	.003
Work's spirit	.693	.083	.662	8.320	.000

a. Dependent Variable: employee performance

Source: Primary Data Processed, 2019

Based on the results of the t-test, it can be proved as follows:

- a. T-test results between leadership style on employee performance get t value = 3,843 > t table = 1,667 and sig. 0.002 < $\alpha = 0.05$. With this result, it proves that the hypothesis stating leadership style directly and significantly influences employee performance.
- b. T-test results between work environment and employee performance get t value = 2,090 > t table = 1,667 and sig. 0.003 < $\alpha = 0.05$. With this result, it is proved that the hypothesis stating the work environment has a direct and significant effect on employee performance.
- c. T-test results between the communication style of employee performance get t value = 4.778 > t table = 1.667 and sig. 0.003 < $\alpha = 0.05$. With this result, it proves that the hypothesis stating the communication style has a direct and significant effect on employee performance.

3. The Influence of Work Morale on Employee Performance at PT. State Electricity Company (PLN Persero) Reparation Unit.

Hypothesis testing is done by t-test, this test is used to prove: It is suspected that there is an influence of morale on employee performance at PT. State Electricity Company (Persero) Reparation Unit..

The hypothesis is accepted if if t arithmetic > t table and sig. $\leq \alpha = 0.05$. T table value is obtained with degree of freedom (df) = n - k, which is 70 - 3 = 67, and sig. $\alpha = 0.05$, we get t double-sided table of 1,667. While t arithmetic can be seen in table 4.16.

Table 11
T-Test Results Dependent Variable Employee Performance
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.732	2.977		2.584	.005
work's spirit	.693	.083	.662	8.320	.000

a. Dependent Variable: Employee performance

Source: Primary data processed, 2019.

Based on the results of the t-test, it can be proved as follows: The results of the t-test between the morale of employee performance get t count = 8,320 > t table = 1,667 and sig. 0,000 < $\alpha = 0.05$. With this result, it proves that the hypothesis stating that morale has a direct and significant effect on employee performance.

Path Analysis

To test the effect of intervening variables used the path analysis method. Path analysis is an extension of multiple linear regression analysis, or path analysis is the use of regression analysis to estimate causal relationships (causal models) between variables that have been predetermined based on theory (Ghozali, 2014: 210). Path analysis in this study can be described as follows:

- a. Analysis of the influence of leadership style, work environment, and communication on employee performance

According to Ghozali (2014: 211), the path coefficient uses standardized regression coefficients. The results of the regression analysis of the influence of leadership style, work environment, and communication on employee performance satisfaction can be seen in the table 12 below:

Table 12. Simultaneous Test Results of Employee Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.388 ^a	.451	.112	1.810

a. Predictors: (Constant), leadership style,

work environment, communication

b. Dependent Variable: employee performance

Source: Primary data processed, 2019.

Table 12 shows the value of R² (R Square) of 0.451. This R² value is used in calculating the value of e1. e1 is a variant of the performance variable that is not explained leadership style, work environment and communication.

The amount e1 = $\sqrt{(1 - R^2)} = \sqrt{(1 - 0,451)} = \sqrt{(0,549)} = 0,740$

Table 13. Performance Regression Analysis
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	21.048	3.552		5.925	.000
Leadership style	.052	.092	.156	4.568	.002
Work environment	.010	.061	.118	3.160	.003
communication	.349	.102	.388	5.410	.001

a. Dependent Variable: performance
Source: Primary data processed, 2019.

Based on table 4.15 we can find out the regression equation as follows:

$$Y_1 = b_1X_1 + b_2X_2 + b_3X_3 + e_1$$

$$Y_1 = 0,156 X_1 + 0,118 X_2 + 0,388 X_3 + 0,740 \dots\dots\dots(1)$$

The equation shows that:

1. Every time there is an increase in leadership style, there will be an increase in performance of 0.156.
2. Increasing the quality of the work environment will be followed by an increase in performance by 0.118.
3. Every time there is an increase in the quality of the communication style, it will be followed by an increase in performance by 0.388.

So from equation (1) it can be seen that if the giving of leadership style, work environment, and communication increases, job satisfaction will increase.

b. Analysis of the influence of Leadership style, work Environment and Communication on Work’s Spirit

The results of the regression analysis of the influence of leadership style, work environment, and communication on morale can be seen in the table below:

Table 14. Simultaneous Test Results of Work Morale

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.807 ^a	.651	.629	1.226

a. Predictors: (Constant), performance, leadership style, work environment and communication

b. Dependent Variable: work’s spirit
Source: Primary data processed, 2019.

1 Table 14 shows the R2 (R Square) value of 0.651. This R2 value is used in calculating the e2 value. e2 is a variant of work loyalty variables that are not explained by leadership style, work environment, and communication.

The amount $e2 = \sqrt{(1 - R2)} = \sqrt{(1 - 0,651)} = \sqrt{(0,349)} = 0,590$

Table 15. Analysis of Work Spirit Regression

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.732	2.977		2.584	.005
Leadership style	.111	.062	.132	3.843	.002
Work environment	.058	.042	.103	2.090	.003
Communication	.230	.075	.244	4.778	.003
Performance	.693	.083	.662	8.320	.000

a. Dependent Variable: work spirit

1 Source: Primary data processed, 2019.

Based on table 16 can be seen the regression equation as follows:

$$Y_1 = b_1X_1 + b_2X_2 + b_3X_3 + e_2$$

$$Y_1 = 0,132 X_1 + 0,103 X_2 + 0,244 X_3 + 0,590 \dots\dots\dots(2)$$

The equation shows that:

1. Every time there is an increase in leadership style, there will be an increase in the morale of 0.132.
2. Increasing the quality of the work environment will be followed by an increase in the morale of 0.103.
3. Every time there is an increase in the quality of communication style, it will be followed by an increase in the morale of 0.244.

So from equation (2) it can be seen that if the giving of leadership style, work environment and communication increases the morale will increase. Based on equations (1) and (2) a path analysis model is obtained as follows:

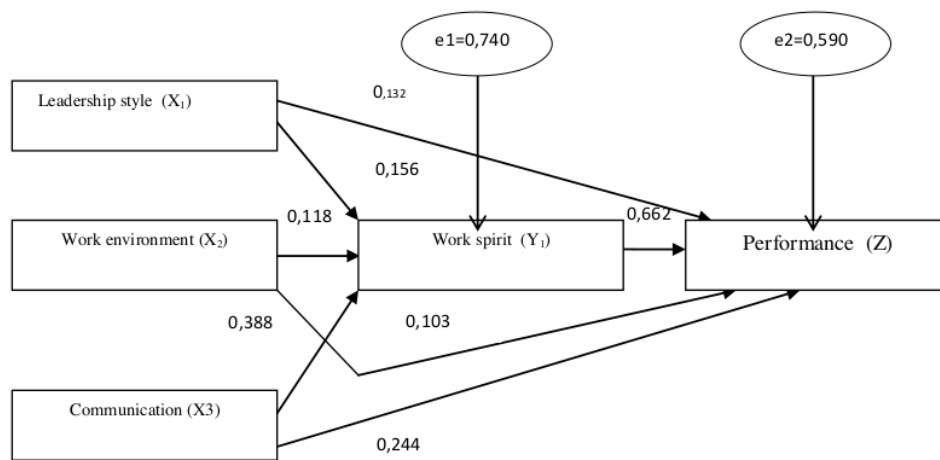


Figure 6 Intervening Test Results

Source: Primary data processed, 2019.

Table 16. Results of Calculation of Path Analysis

	Direct Influence	Indirect Influence
$X_1 - Y_1$	0,156	
$X_1 - Z$	0,132	
$X_2 - Y_1$	0,118	
$X_2 - Z$	0,103	
$X_3 - Y_1$	0,388	
$X_3 - Z$	0,244	
$Y_1 - Z$	0,662	
$X_1 - Y_1 - Z$		0,087
$X_2 - Y_1 - Z$		0,068
$X_3 - Y_1 - Z$		0,161

Source: Primary data processed, 2019.

Direct, Indirect and Total Impacts

In the path analysis model, this study will explain the direct and indirect effects of exogenous variables on endogenous variables.

a. Direct Effect or DE

1. Effect of Leadership Style Variables on Employee Performance

$$X_1 \rightarrow Z = \rho_{y_2x_1} = 0,132$$

The value of the leadership style path coefficient on Employee Performance is directly equal to 0.132 and the significance at 0.002 which means Hypothesis 1 can be accepted because the positive path coefficient (0.132) and the significance value is smaller than 0.05 ($0.002 < 0.05$). This means that there is a direct positive effect of the Leadership Style on Employee Performance at PT. State Electricity Company (PLN Persero) Restoration Unit.

2. The influence of leadership style variables on work morale

$$X_1 \rightarrow Y_1 = \rho_{y_1x_1} = 0,156$$

The value of the leadership style path coefficient on direct employee morale is 0.156 and the significance is 0.002, which means Hypothesis 2 is acceptable because the path coefficient is positive (0.156) and the significance value is less than 0.05 ($0.002 < 0.05$). This means that there is a direct positive influence of leadership style on morale at PT. State Electricity Company (PLN Persero) Restoration Unit.

3. Effect of Work Environment Variables on Work Performance

$$X_2 \rightarrow Z = \rho_{y_2x_2} = 0,103$$

The value of the work environment path coefficient on direct employee performance is 0.103 and the significance is 0.003, which means Hypothesis 3 is acceptable because the path coefficient is positive (0.103) and the significance value is less than 0.05 ($0.003 < 0.05$). This means that there is a direct positive effect of the work environment on work performance at PT. State Electricity Company (PLN Persero) Restoration Unit.

4. Effect of Work Environment Variables on Work Spirit

$$X_2 \rightarrow Y_1 = \rho_{y_1x_2} = 0,118$$

The value of the work environment path coefficient on direct employee morale is 0.118 and the significance is 0.003, which means Hypothesis 4 is acceptable because the path coefficient is positive (0.118) and the significance value is less than 0.05 ($0.003 < 0.05$). This means that there is a direct positive effect of the work environment on work morale at PT. State Electricity Company (PLN Persero) Restoration Unit.

5. Effect of Communication Style Variables on Employee Performance

$$X_3 \rightarrow Z = \rho_{y_2x_3} = 0,244$$

The value of the communication style path coefficient on direct employee work loyalty is 0.244 and the significance is 0.003, which means Hypothesis 5 is acceptable because the path coefficient is positive (0.244) and the significance value is less than 0.05 (0.003 < 0.05). This means that there is a direct positive effect of communication style on employee performance at PT. State Electricity Company (PLN Persero) Restoration Unit.

6. Influence of Communication Style Variables on Work Spirit

$$X_3 \rightarrow Y_1 = \rho_{y_1x_3} = 0,388$$

The value of the communication style path coefficient on direct employee morale is 0.388 and the significance is 0.001, which means Hypothesis 6 is acceptable because the path coefficient is positive (0.388) and the significance value is less than 0.05 (0.001 < 0.05). This means that there is a direct positive effect of communication style on morale at PT. State Electricity Company (PLN Persero) Restoration Unit.

7. The Effect of Work Spirit Variable on Employee Performance

$$Y_1 \rightarrow Z = \rho_{y_2y_1} = 0,662$$

The value of the coefficient of work enthusiasm on Employee Performance directly is equal to 0.662 and the significance at 0.000, which means Hypothesis 7 is acceptable because the path coefficient is positive (0.662) and the significance value is less than 0.05 (0.000 < 0.05). This means that there is a direct positive effect of the Spirit of Work on Employee Performance at PT. State Electricity Company (PLN Persero) Restoration Unit.

Indirect Effect (Indirect Effect or IE)

1. The effect of compensation on loyalty through job satisfaction

$$X_1 \rightarrow Y_1 \rightarrow Z = (\rho_{zx_1}) \times (\rho_{zy_1}) = (0,132 \times 0,662) = 0,087$$

The indirect effect value is obtained from the path coefficient value $\rho_{y_1x_1}$ multiplied by the value of the path coefficient ρ_{zx_1} to $(0.132 \times 0.662) = 0.087$. The multiplication results show that the coefficient of the indirect effect $\{(\rho_{zx_1}) \times (\rho_{zy_1})\}$ is smaller than the value of the direct effect

coefficient ρ_{y1x1} , (0.087 < 0.156). This shows that the leadership style variable can be through intervening variables namely work performance in influencing morale but the coefficient value without going through work performance or directly to morale is greater.

2. The influence of the work environment on morale through work performance

$$X_2 \rightarrow Y_1 \rightarrow Z = (\rho_{zx_2}) \times (\rho_{zy_1}) = (0,103 \times 0,662) = 0,068$$

The indirect effect value is obtained from the path coefficient value ρ_{y1x1} multiplied by the value of the path coefficient ρ_{zx2} to $(0.103 \times 0.662) = 0.068$. The multiplication results show that the coefficient of indirect effect $\{(\rho_{zx1}) \times (\rho_{zy1})\}$ is smaller than the value of the direct effect coefficient ρ_{y1x2} , (0.068 < 0.118). This shows that the work environment variables can be through intervening variables namely work performance in influencing morale but the coefficient value without going through work performance or directly to morale is greater.

3. The influence of communication style on work morale that has an impact on employee performance

$$X_3 \rightarrow Y_1 \rightarrow Z = (\rho_{zx_3}) \times (\rho_{zy_1}) = (0,244 \times 0,662) = 0,161$$

The indirect effect value is obtained from the path coefficient value ρ_{y2x3} multiplied by the value of the path coefficient ρ_{zy1} to $(0.244 \times 0.662) = 0.161$. The multiplication results show that the coefficient of indirect effect $\{(\rho_{zx3}) \times (\rho_{zy1})\}$ is smaller than the value of the direct effect coefficient ρ_{y1x3} , (0.161 < 0.388). This shows that the communication style variable can be through intervening variables namely work performance in influencing morale but the coefficient value without going through work performance or directly to morale is greater.

Total Influence

1. The influence of leadership style variables on work morale that has an impact on work performance

$$X_1 \rightarrow Y_1 \rightarrow Z = \rho_{zx_1} + \{(\rho_{zx_1}) \times (\rho_{zy_1})\} = (0,132 + 0,087) = 0,219.$$

2. The influence of work environment variables on work morale that has an impact on work performance

$$X_2 \rightarrow Y_1 \rightarrow Z = \rho_{zx_2} + \{(\rho_{zx_2}) \times (\rho_{zy_1})\} = (0,103 + 0,068) = 0,171.$$

3. The influence of communication style variables on work morale that has an impact on work performance

$$X_3 \rightarrow Y_1 \rightarrow Z = \rho_{zx_3} + \{(\rho_{zx_3}) \times (\rho_{zy_1})\} = (0,244 + 0,161) = 0,405.$$

Sobel Test

Significant or not the effect of mediation can be tested with a single test. If the value of t count is greater than the value of t table means the mediation effect is said to be significant and t value of 1.66. Because in this study there are 3 independent variables, this test will test for each variable, namely leadership style, work environment, and communication.

For leadership style variables, the effect of mediation is shown by the indirect effect of multiplication (P1 x P3) = (0.156 x 0.662) of 0.103, then the sobel test is as follows:

$$S_{ab} = \sqrt{0.003876} = 0.062257$$

Based on the results above can calculate the value of the influence of mediation using the following formula:

$$t = \frac{ab}{S_{ab}} = \frac{0.156 \times 0.662}{0.062257} = 1.654432$$

For work environment variables, the effect of mediation is shown by the indirect effect of multiplication (P2 x P3) = (0.132 x 0.662) of 0.087 then the sobel test is as follows:

$$S_{ab} = 0.191598 = 0.437719$$

Based on the results above can calculate the value of the influence of mediation using the following formula:

$$t = \frac{ab}{S_{ab}} = \frac{0.132 \times 0.662}{0.437719} = 0.1996$$

For the communication style variable, the effect of mediation is shown by the indirect effect of multiplication (P3 x P3) = (0.118 x 0.662) of 0.0781 so the sobel test is as follows:

$$S_{ab} = 0.004802 = 0.069296$$

Based on the results above can calculate the value of the influence of mediation using the following formula:

$$t = \frac{ab}{S_{ab}} = \frac{0,118 \times 0.662}{0.069296} = 1.127049$$

It can be concluded that there is no mediating effect on the intervening variable, namely work performance because each t value is smaller than 1.66.

DESCRIPTIVE ANALYSIS

1. The influence of leadership style on employee work performance at PT. State Electricity Company (PLN Persero) Restoration Unit.

The results of the t-test between the imperial style and the work performance get t count = 4,568 > t table = 1,667 and sig. 0.002 < α = 0.05. With this result it is proved that the hypothesis stating leadership style has a direct and significant effect on work performance.

The results of this study indicate that the leadership style currently given by PT. State Electricity Company (PLN Persero) Restoration Unit. has a large impact on the work performance of company employees. This result is also supported by previous research by Aditia Pratama (2016). The results of the study show that compensation has a significant effect on employee loyalty. The positive coefficient value indicates that if the leadership style variable increases, employee job satisfaction will also increase, and vice versa if the leadership style decreases, employee job satisfaction will also decrease.

2. Effect of Work Environment on Employee Work Performance at PT. State Electricity Company (PLN Persero) Restoration Unit.

T-test results between work environment and work performance get t count = 3.160 > t table = 1.667 and sig. 0.003 < α = 0.05. With this result it is proved that the hypothesis stating the work environment has a direct and significant effect on work performance.

The results of this study indicate that a conducive and comfortable work environment provided by PT. State Electricity Company (PLN Persero) Restoration Unit. has a large impact on the job satisfaction of company employees. This result is also supported by previous studies by Angelia Steelyasinta Pareraway (2016). The results of the study indicate that the work environment has a significant effect on job satisfaction. A positive coefficient value indicates that if the variable work environment rises, employee job satisfaction will also increase, and vice versa if the work environment has decreased the employee job satisfaction will also decrease.

3. The influence of communication style on employee work performance at PT. State Electricity Company (PLN Persero) Restoration Unit

T-test results between the communication style of work performance get t count = 3,410 > t table = 1,667 and sig. 0.001 < α = 0.05. With this result, it is proven that the hypothesis stating the communication style directly and significantly influences work performance.

The results of this study indicate that a good communication style for leaders of PT. State Electricity Company (PLN Persero) Restoration Unit has a large impact on the work performance of company employees. This result is also supported by previous research by Adidha Fiqi Rindyantama (2017) The results of the study show that communication style has a significant effect on employee performance. The positive coefficient value indicates that if the leadership style variable increases, employee job satisfaction will also increase, and vice versa if the communication style decreases, employee job satisfaction will also decrease.

4. The influence of leadership style on employee morale at PT. State Electricity Company (PLN Persero) Restoration Unit

T-test results between the leadership style of work spirit get t count = 3,843 > t table = 1,667 and sig. 0.002 < α = 0.05. With this result, it is proved that the hypothesis stating leadership style has a direct and significant effect on morale.

The results of this study indicate that the leadership style currently given by PT. State Electricity Company (PLN Persero) Restoration Unit has a great impact on the morale of the company's employees. This result is also supported by previous research by Lea Ayu (2017) which mentions that leadership style partially has a significant effect on employee morale. Positive coefficient values indicate that if the leadership style variable rises, employee morale will also increase, and vice versa if the leadership style decreased, employee morale will also decrease.

5. The influence of the Work Environment on employee morale at PT. State Electricity Company (PLN Persero) Restoration Unit of

T-test results between the work environment against work morale get t count = 2,090 > t table = 1,667 and sig. 0.003 < α = 0.05. With this result, it is proved that the hypothesis stating the work environment has a direct and significant effect on morale.

The results of this study indicate that a conducive and comfortable work environment provided by PT. State Electricity Company (PLN Persero) Restoration Unit has a great impact on the morale of the company's employees. This result was also supported by previous research by Aditia Pratama (2016) using a quantitative approach to path analysis. The results of the study showed that the work environment had a significant effect on morale. A positive coefficient value indicates that if the variable work environment increases, employee morale will also increase, and vice versa if the work environment has decreased the employee morale will also decrease.

6. The influence of communication style on employee morale at PT. State Electricity Company (PLN Persero) Restoration Unit

T-test results between the communication style of work spirit get t count = 4.778 > t table = 1.667 and sig. 0.003 < α = 0.05. With this result, it proves that the hypothesis stating the communication style has a direct and significant effect on morale.

The results of this study indicate that a good communication style for leaders of PT. State Electricity Company (PLN Persero) Restoration Unit has a great impact on the morale of the company's employees. This result is also supported by previous research Adidha Fiqi Rindyantama (2017) The results of the study show that communication style has a significant effect on employee morale. Positive coefficient values indicate that if the communication style variable rises, employee morale will also increase, and vice versa if the communication style experiences the employee morale will also decrease too.

7. The Effect of Work Performance on Employees' Morale at PT. State Electricity Company (PLN Persero) Restoration Unit

Based on the results of the t-test it can be proved as follows: The results of the t-test between work performance on morale get $t \text{ count} = 8,320 > t \text{ table} = 1,667$ and $\text{sig. } 0,000 < \alpha = 0,05$. With this result it is proved that the hypothesis stating work performance has a direct and significant effect on morale.

The results of this study indicate that employees who obtain good and maximum work performance have a major impact on the morale of the company's employees. This result is also supported by previous research by Aditia Pratama (2016). The results showed that work performance significantly affected employee morale. Positive coefficient values indicate that if the variable work performance increases, employee morale will also increase, and vice versa if work performance has decreased, employee morale will also decrease.

8. The influence of leadership style on employee morale that has an impact on employee performance at PT. State Electricity Company (PLN Persero) Restoration Unit

Based on the results of testing data hypotheses using the SPSS program it can be concluded that the influence of leadership style variables on work morale through work performance gets a value of 0.219. The value of the compensation path coefficient on direct employee morale is 0.132 and the significance is 0.002, which means hypothesis 1 is acceptable because the path coefficient is positive (0.132) and the significance value is less than 0.05 ($0,002 < 0,05$). This means that there is a direct positive effect of compensation on work loyalty at PT. State Electricity Company (PLN Persero) Restoration Unit.

The indirect effect value is obtained from the path coefficient value ρ_{y1x1} multiplied by the value of the path coefficient ρ_{zx1} to $(0,132 \times 0,662) = 0,087$. The multiplication results show that the coefficient of the indirect effect $\{(p_{y2x1}) \times (p_{y2y1})\}$ is smaller than the value of the direct effect coefficient ρ_{y1x1} , ($0,087 < 0,156$). This shows that the imminent style variables can be through intervening variables namely work performance in influencing work morale but the coefficient value without going through job satisfaction or directly to the greater work quality. According to the theory put forward by Hasibuan (2014: 65) the purpose of giving compensation is motivation.

Motivation is a factor that drives a person to do a certain action. Motivation is often also interpreted as a factor driving a person's behavior. Motivation to work is very important, because it will affect the high or low productivity of the company and loyalty to the company. Without the motivation of workers to work together in the interests of the company, the goals set by the company will not be achieved.

9. The Influence of the Work Environment on Employee Spirit through Employee Work Performance at PT. State Electricity Company (PLN Persero) Restoration Unit

Based on the results of testing data hypotheses using the SPSS program, it can be concluded that the influence of work environment variables on work morale through work performance gets a value of 0.171. The value of the work environment path coefficient on direct employee work loyalty is 0.103 and the significance is 0.002, which means that Hypothesis 2 is acceptable because the path coefficient is positive (0.103) and the significance value is less than 0.05 ($0,002 < 0,05$). This means that there is a direct positive influence from the environment on PT. State Electricity Company (PLN Persero) Restoration Unit.

The indirect effect value is obtained from the path coefficient value ρ_{y1x1} multiplied by the value of the path coefficient ρ_{y2x2} to $(0,103 \times 0,662) = 0,068$. The multiplication results show that the coefficient of the indirect effect $\{(p_{y2x1}) \times (p_{y2y1})\}$ is smaller than the value of the direct effect

coefficient ρ_{y1x2} , (0.068 < 0.118). This shows that the work environment variables can be through intervening variables, namely job satisfaction in influencing work loyalty, but the coefficient value without going through job satisfaction or directly to work loyalty is greater.

According to Artana (2014: 70) work environment is a workplace condition of employees including physical and non-physical environments that can influence employees in carrying out activities and tasks that are charged and can encourage employee loyalty to the company where they work.

10. Effect of Communication Style on Employee Performance through Employee Satisfaction at PT. State Electricity Company (PLN Persero) Restoration Unit

Based on the results of testing data hypotheses using the SPSS program, it can be concluded that the influence of communication style variables on employee morale that has a positive effect on employee performance has a value of 0.405. The value of the communication style path coefficient on direct employee performance is 0.244 and the significance is 0.001, which means Hypothesis 6 is acceptable because the path coefficient is positive (0.244) and the significance value is less than 0.05 (0.001 < 0.05). This means that there is a direct positive effect of communication style on employee performance at PT. State Electricity Company (PLN Persero) Restoration Unit.

The indirect effect value is obtained from the path coefficient value ρ_{y2x3} multiplied by the value of the path coefficient ρ_{y2y1} to $(0.244 \times 0.662) = 0.161$. The multiplication results show that the coefficient of the indirect effect $\{(\rho_{y2x3}) \times (\rho_{y2y1})\}$ is smaller than the value of the direct effect coefficient ρ_{y1x3} , (0.161 < 0.388). This shows that the communication style variable can be through intervening variables namely work performance in influencing morale but the coefficient value without going through work performance or directly to morale is greater.

CONCLUSION

With this results it is proved that the hypothesis stating leadership style, the work environment has a direct significant effect on work performance, communication style has consistent with the hypothesis that has been proposed by the researcher so that the hypothesis is accepted. Thus, consistency by leadership style, work environment, and communication give the effect on morale.

It proves that the leadership style has a significant effect on morale through work performance at PT State Electricity Company (PLN) Network Service Unit, and satisfaction can mediate the relationship between the influence of leadership style on work morale. This means that if the level of leadership style changes decreases or increases then this will affect the work performance of employees. This factor is related to past research about the work context and the meaning of compensation for individuals (Shi, Sheng and Liu, 2013). The question are working conditions by creating the environment. Likewise, the basis for payment (salary), organizational policy, interpersonal relations, and quality of supervision. Satisfier Factor is a satisfying factor that is meant related to the contents of work and the definition of how someone enjoys or feels his job. The factors in question are achievement, recognition, responsibility, and opportunities for growth. The employee's feelings about the obligations must give to the organization.

Normative commitment (normative commitment) is an individual commitment to the organization because of the encouragement of one's belief to be morally responsible that should be loyal or loyal to the organization. Asserts reciprocity is a universal norm. Every reciprocal interaction between humans. Someone should help others who have helped, and should not harm others who have helped. Normative commitment arises from an employee's self-values.

With these results, it is proven that the work environment has a significant effect on morale through work performance at PT State Electricity Company (PLN) Network Service Unit, and performance can mediate the relationship of the influence of the work environment on work morale. The high quality of the work environment, and the high motivation of employees. If the work culture in an organization/company is oriented to innovation, results, details, team, people, aggressiveness and stability supported by a conducive work environment, namely coloring, noise, air exchange, adequate lighting, safety, and cleanliness, and high work motivation with the fulfillment of physical needs, security needs, social needs, self-esteem needs, and actualization needs will emerge the confidence of employees to further increase their commitment to the achievement of organizational goals. Robbins (2013: 69) explains that **organizational commitment is a condition in which a person sided with an organization and its goals, and intends to maintain its membership.** High involvement of a person in a working relationship means taking sides in a particular work of an individual, while high organizational commitment means taking sides in recruiting the individual (Reid, 2013).

With these results, it proves that communication style has a significant effect on morale through work performance at PT State Electricity Company (PLN) Network Service Unit, and performance can mediate the relationship of the influence of communication style on work morale. Related to past research between a working relationship and commitment can go through continuous commitment (Gabeanova, 2012). Continuous commitment means a component based on the employee's perception of the loss. The consequences if he leaves the organization. Continuance commitment means staying in the organization, is a need for individuals, and is based on the consideration that someone has invested too many resources, personal capacity (knowledge and skills) in the organization, so it is very risky if he has to leave the organization. Continuance commitment occurs when employees remain in an organization because they need a salary and other benefits, or because the employee can not find another job. The main factors underlying continuance commitment are the investment of individual resources in the organization and the limitations of alternatives (lack of alternative) if they have to leave the organization. It is clear that what is the basis of continuance commitment is cost by benefit consideration, so this dimension is called calculative commitment. Allen The indicators in measuring the dimensions of continuance commitment, including enormous losses for individuals when leaving the organization; it's hard to leave the

organization even if you want to, and the main consideration remains in the organization because it is difficult to find other alternatives.

Someone with a strong affective commitment will be staying in the organization. Indeed the employee likes the organization. While someone with a strong continuance commitment, staying in the organization for reasons of life needs as the main impetus (Resources, 2011). As for someone with a strong normative commitment, staying in the organization, because of morality superiors. However, substantially the form of commitment is the same, namely the individual's acceptance of organizational goals and values. The willingness of individuals to strive to achieve organizational goals, the desire to maintain membership in the organization. In this study, the commitment construct is operationalized as a single construct. Related to spirit of work need to improve for employee performance by leadership mediation, work environment, and communication for employee performance as a spirit of work for the optimization of employee performance.

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