

The Effect of Leadership, Physical Work Environment, and Work Discipline on the Performance of Production Department Employees at PT Widaya Inti Plasma

Devi Putri Ayu Febrianti¹, Bowo Santoso²

¹ Universitas Pembangunan Nasional "Veteran" Jawa Timur
Deviayuf6@gmail.com

² Universitas Pembangunan Nasional "Veteran" Jawa Timur
Bowo.santoso.mnj@upnjatim.ac.id

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ABSTRACT

The organization is a complex unit that seeks to allocate human resources in full to achieve goals. This study aims to analyze the effect of leadership, physical work environment, and work discipline on the performance of production employees at PT Widaya Inti Plasma. The research method used in this research is quantitative research with the type of explanatory research. This study uses the independent variables namely Leadership, Physical Work Environment, Work Discipline and the dependent variable namely Employee Performance. Withdrawal of samples using probability sampling method with simple random sampling technique. The implementation of this simple random sampling is due to the very large population and the sample taken is a homogeneous population, namely employees of the production division of PT Widaya Inti Plasma. With a margin of error of 10%, it can be seen that the number of respondents set is 70 employees in the production department of PT Widaya Inti Plasma. The results of this study indicate that good leadership carried out by PT Widaya Inti Plasma can improve the performance of production employees at PT Widaya Inti Plasma. Then a comfortable and good physical work environment can improve the performance of production employees at PT Widaya Inti Plasma. As well as the better work discipline for employees, the performance of employees at PT Widaya Inti Plasma will be maximized and meet the targets that have been set.

Keywords: work discipline, leadership, employee performance, physical work environment

1. Introduction

The organization is a complex unit that seeks to allocate human resources in full to achieve goals. Basically an organization or company aims to obtain optimal profits and maintain the life of the business that is carried out in the long term. Companies need potential human resources, both leaders and employees in the pattern of tasks and supervision which is a determinant of achieving company goals, in other words, company productivity is determined by the performance of its human resources. This is the same as stated in Setiadi et al. (2022) that the success or failure of a company depends on the quality of the human resources involved in their work, so employees must be treated and facilitated in the right way so they can work well in the company.

Mangkunegara & Prabu (2017) revealed that human resource management is a very crucial role for companies in managing, managing, and utilizing existing resources so that they can be used effectively and efficiently in achieving

company goals. Performance is a picture of the level of achievement achieved through the implementation of activities or plans to achieve the goals, objectives, mission and vision of the organization as stated in the organization's strategic planning. According to Mangkunegara (2013) states that performance can be defined as the result of work in quality and quantity that can be achieved by a person in carrying out tasks in accordance with the responsibilities given to him. Performance is an important thing to study because of its relation to increasing the business itself in order to develop the economy. Employee performance can be seen from the aspects of quality, quantity, timeliness, effectiveness, and independence (Sutrisno, 2017). Performance that can determine the success of a business. This is certainly a challenge for a company because it is required to be able to retain its employees in order to develop.

But different in reality what happened to PT Widaya Inti Plasma. Based on the results of the

* Devi Putri Ayu Febrianti

E-mail addresses: deviayuf6@gmail.com (Universitas Pembangunan Nasional)
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previous pre-survey, behind the success and development of PT Widaya Inti Plasma there are still obstacles and problems related to the performance of employees, especially employees in the production department, such as the failure to achieve the production target for shoes and sandals. production employees have not been able to achieve the targets set by the company. In fact, of the total production achievements in 2021, it only reached 62.32% of the total target set by the company. So that the performance of PT Widaya Inti Plasma's production employees can be said to be not optimal. In addition, according to Diana (2018) said that the performance of employees in the production section at PT Widaya Inti Plasma is not optimal, this is evident from the results of the monthly performance assessment conducted by PT Widaya Inti Plasma, in the monthly performance assessment it is seen that the performance carried out by PT Widaya Inti Plasma is not optimal. employees of the production division of PT Widaya Inti Plasma. Because of this, it is necessary to know what factors influence the performance of employees of PT Widaya Inti Plasma. Employee performance is influenced by various factors such as leadership, physical work environment, and work discipline (Asmu'i & Ariffin, 2019).

There are several factors that influence employee performance, one of which is leadership. According to Azahraty (2018) leadership is a behavior that can be carried out to coordinate organizational goals with individual goals, so leadership is a standard of behavior that is used to influence others as desired. An effective leader must be responsive to change and able to analyze the strengths and weaknesses of its human resources to maximize organizational performance and solve problems appropriately. However, at PT Widaya Inti Plasma there is still a leadership problem. Based on the results of the interviews in the pre-survey conducted with the production employees of PT Widaya Inti Plasma, it shows that the employees feel that the current leaders have not been able to get closer to the employees personally. So that employees feel that there is still a partition or a very large distance between superiors and subordinates. Not only that, employees in the production section also feel that the current leader is more concerned with himself than the interests of the employees as a whole at PT Widaya Inti Plasma. This means that leadership has an influence on employee performance. As research conducted by Widyacahyani et al. (2020) found that transformational leadership has a positive and significant effect on employee performance at PT Sinar Utama Sejahtera. The same research results were also found in a study conducted by Rahayu et al. (2021) Transformational leadership has a positive and significant effect on employee performance at PT. Charoen Pokphand Bonian, Tabanan.

Another factor that also affects performance is the physical work environment. Sedarmayanti's (2009) physical work environment in Yoyo Sudaryo (2018) is everything that is around the workplace and which can affect employees

directly or indirectly. In this regard Sadarmayanti (2017) says that the work environment can affect an employee's performance because a human being will be able to carry out activities properly, so that optimal results are achieved if supported by an appropriate environmental condition. However, at PT Widaya Inti Plasma there are still problems regarding the physical work environment. Based on the results of interviews in the pre-survey conducted with production employees, it shows that the work environment faced and felt by production employees is visible from work facilities such as chairs needed by employees that are not in optimal condition (damaged and hard) and need maintenance, a work space that is employees feel hot and do not feel comfortable at work, the lack of a place for employees to rest makes the phenomenon of work discomfort due to a less conducive work environment impacting on the employee's own performance. This shows that the physical work environment at PT Widaya Inti Plasma is not optimal in supporting employee performance. As is the case in the research conducted by Suminar et al. (2015) that the physical work environment shows that there is a simultaneous significant influence on the performance of employees in the production division of PT. Essentra Indonesia, Sidoarjo.

Not only that, work discipline is also one of the factors that affect employee performance. Hasibuan (2013) states that there is an influence of discipline on employee performance because discipline is the most important operative function of human resource management because the better the employee discipline, the higher the work performance achieved. Without good employee discipline it is difficult for a corporate organization to achieve optimal results. However, PT Widaya Inti Plasma still has problems in the work discipline of its employees. Based on existing data, it shows that the delay of employees is still quite large. Even when viewed from the total number of employees who are late and the percentage of lateness, it can be seen that the percentage always experiences an increase in the number of employees who are absent each year. From these data it can be concluded that the production employees of PT Widaya Inti Plasma do not have optimal work discipline so that the performance of these employees is not optimal. This is the same as the results of research conducted by Fazril (2014) that there is an influence of work discipline on the performance of employees of PT Kembar Abadi Utama.

Based on these descriptions, this study aims to analyze the influence of leadership, physical work environment, and work discipline on the performance of production employees at PT Widaya Inti Plasma

2. Research Methods

The research method used in this research is quantitative research with the type of explanatory research. This study uses independent variables namely Leadership (X1), Physical Work Environment (X2), Work Discipline (X3) and the

dependent variable namely Employee Performance (Y) with the operational definition of the variable as follows:

a. Leadership (X1)

Leadership is a behavior that can be done to coordinate organizational goals with individual goals, so leadership is a standard of someone's behavior that is used to influence others as desired. Leadership indicators according to (Kartono, 2013: 189) namely analytical abilities, communication skills, courage, listening skills, and assertiveness

b. Physical Work Environment (X2)

The physical work environment is everything that exists around workers that can influence them in carrying out the tasks assigned. According to Handayani and Wahyuhati (2018), indicators of the physical work environment are vibration, noise, lighting, air circulation, and temperature.

c. Work Discipline (X3)

Work discipline is a person's awareness and willingness to comply with all applicable company regulations and social norms. Indicators of work discipline according to Nurjaya (2021) namely work ethics, frequency of attendance, adherence to work regulations, adherence to work standards, and level of vigilance

d. Employee Performance (Y)

Performance is the result of work that can be achieved by a person or group of people in a company in accordance with the authority and responsibility of each in an effort to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics. Employee performance indicators according to Hargyatni et al. (2022) namely the ability to work together, timeliness, quality, quantity.

The type of measurement scale used in this study is the ordinal scale with weighting using a Likert scale. The population in this study amounted to 230 permanent employees of the production division of PT Widaya Inti Plasma. Then withdrawal of samples using probability sampling method with simple random sampling technique. The implementation of this simple random sampling is due to the very large population and the sample taken is a homogeneous population, namely employees of the production division of PT Widaya Inti Plasma. With a margin of error of 10%, it can be seen that the number of respondents set is 70 employees in the production department of PT Widaya Inti Plasma. Furthermore, the data collection technique used in this study is to provide statements or questions to other people who are used as respondents to answer questions in the questionnaire. Then the data analysis technique used in this study is the Outlier Test, Validity Test and Reliability Test using Partial Least Square (PLS) in the Outer Model Test, and Inner Model Test

Based on the theory and conceptual framework above, a hypothesis is developed as follows:

H1 = It is suspected that leadership has a significant positive effect on the performance of production employees at PT Widaya Inti Plasma.

H2 = It is suspected that the physical work environment has a significant positive effect on the Performance of Production Department Employees at PT Widaya Inti Plasma.

H3 = It is suspected that work discipline has a significant positive effect on the Performance of Production Department Employees at PT Widaya Inti Plasma

Then there is the PLS program model scheme that was tested in this study:

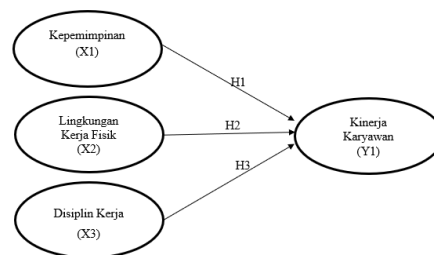


Figure 1. Schematic of the Research Model Using PLS (Source: Processed Data, 2022)

3. Result and Discussion

After collecting data until the data meets the minimum requirements for sampling, then the next step is to calculate or process data using Smart PLS. The following are the output results of the PLS model with factor loading, path coefficient and R-Square:

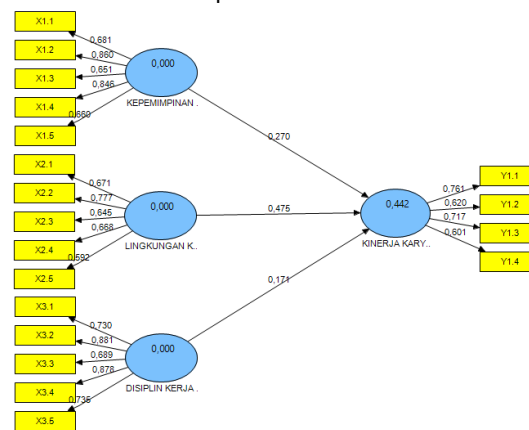


Figure 2. Output Results of the PLS Model with Factor Loading, Path Coefficient and R-Square (Source: Processed Data, 2022)

From the PLS output image above, it can be seen that the magnitude of the factor loading value for each indicator is located above the arrows between variables and indicators, you can also see the magnitude of the path coefficients (path coefficients) which are above the arrow line between exogenous variables and endogenous variables. In addition, it can also be seen that the magnitude of the R-Square is right inside the circle of endogenous variables (Employee Performance variables).

Furthermore, for testing the hypothesis, it can be seen from the results of the coefficients and T-statistic values of the inner model in the following table:

Tabel 1. Uji Hipotesis

	Path Coefficients (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STERR)	P Values
Kepemimpinan (X1) -> Kinerja Karyawan (Y)	0,269822	0,278800	0,053024	5,088657	0,000
Lingkungan Kerja Fisik (X2) -> Kinerja Karyawan (Y)	0,475139	0,469837	0,070040	6,783825	0,000
Disiplin Kerja (X3) -> Kinerja Karyawan (Y)	0,171207	0,179186	0,068198	2,510442	0,013

Based on the table above, it can be seen that leadership has a significant (positive) effect on the performance of production employees at PT Widaya Inti Plasma. So the first hypothesis which states that Leadership (X1) has a significant positive effect on Employee Performance (Y) in the production department at PT Widaya Inti Plasma is acceptable. This happens because it has a path coefficient value of 0.269822 and a T-statistic value of 5.088657 which is more than 1.96 (T-table value of $Z\alpha = 0.05$), or P-Value $0.000 < 0.05$. This can be interpreted that leadership which includes analytical skills, communication skills, courage, listening skills, and assertiveness from a leader is able to have a positive impact on employee performance. Good leadership will have an impact on the performance of the employees they lead, because good leadership in directing employees to carry out their duties will have an impact on the work results of their employees. So that with the ability possessed by leaders, they are able to provide encouragement and serve as examples for their employees in improving their performance. That is, leadership carried out by a company is able to have an impact on the performance of its employees because employees feel what they are doing is in accordance with their wishes and comfort with all their hearts because they have a leader according to their expectations. These results can strengthen the results of previous findings and are in accordance with previous research conducted by Rumondor, et al (2016), Arifai (2018), Salutonok & Soegoto (2015), Andayani & Tirtayasa (2019), Shahab & Nisa (2014), namely leadership has a positive and significant effect on employee performance. However, the results are not in accordance with research conducted by (Luhur, 2014) that leadership has a significant negative effect on employee performance.

Then from the test results it is also known that the physical work environment (X2) has a significant (positive) effect on the performance of production employees at PT Widaya Inti Plasma. So that the first hypothesis which states that the physical work environment (X2) has a significant positive effect on employee performance (Y) in the Production Department at PT Widaya Inti Plasma is acceptable. Because it has a path coefficient value of 0.475139 and a T-statistic value of 6.783825 greater than 1.96 (T-table value of $Z\alpha = 0.05$), or P-Value $0.000 < 0.05$.

These results show that if a company has a safe and comfortable physical work environment, it will make employees feel comfortable working. This provides a sense of comfort to employees in completing work so that in the end the working conditions will be better and help reduce boredom and fatigue. So that the performance of employees can be maintained even tends to increase. That is, the physical work environment that exists in the company can support and encourage and have a positive impact on improving employee performance. These results reinforce the findings of previous research conducted by Vijaya & Sriathi (2015) who concluded that the physical work environment has a positive and significant effect on employee performance at. Not only that, Setiadi et al. (2022) in his research also concluded that the Physical Work Environment has a positive and significant effect on Employee Performance at the Samsara Ubud Restaurant, Gianyar.

Furthermore, it can also be seen that work discipline has a significant (positive) effect on the performance of production employees at PT Widaya Inti Plasma. So that the third hypothesis which states that work discipline (X3) has a significant positive effect on Employee Performance (Y) in the Production Department at PT Widaya Inti Plasma can be accepted. Because it has a path coefficient value of 0.171207 and a T-statistic value of 2.510442 more than 1.96 (T-table value of $Z\alpha = 0.05$) or P-Value $0.013 < 0.05$. These results show that employee work discipline is a form of training that seeks to improve and shape the knowledge, attitudes and behavior of employees so that these employees voluntarily try to work cooperatively with other employees and can improve the performance of employees, so that the goals of the organization or company can be achieved. That is, the work discipline of employees is able to have a positive impact on improving employee performance. These results can strengthen previous research conducted by Krisnandi & Saputra (2021) who concluded that discipline has a positive and significant effect on employee performance. In addition, Ihsan (2021) in his research argues that work discipline affects employee performance. The same findings and agreement with this study were also concluded by Setiadi et al. (2022) that Work Discipline has a positive and significant effect on Employee Performance at the Samsara Ubud Restaurant, Gianyar

4. Conclusion

Based on the test results using PLS analysis to test the effect of leadership, physical work environment and work discipline on the performance of production employees at PT Widaya Inti Plasma it can be concluded that good leadership carried out by PT Widaya Inti Plasma can improve the performance of production employees at PT Widaya Plasma Core. Then a comfortable and good physical work environment can improve the performance of production employees at PT Widaya Inti Plasma. As well as the better work discipline for employees, the

performance of employees at PT Widaya Inti Plasma will be maximized and meet the targets set.

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