

THE EFFECT OF LEADERSHIP, WORK ENVIRONMENT, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT CV. GRAHA KAORI GRUP GIANYAR

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Abstract:

Purpose:

This study examines the effects of leadership, work environment, and work discipline on employee performance at CV. Graha Kaori Grup Gianyar.

Keywords:

Leadership, Work
Environment, Work
Discipline, Employee
Performance

Methodology:

The study was conducted at CV. Graha Kaori Grup Gianyar using a saturated sample of all 80 employees. Data were collected through questionnaires, observation, and interviews and analyzed using descriptive statistics, classical-assumption tests, multiple linear regression, and hypothesis testing.

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Findings:

Leadership, work environment, and work discipline simultaneously have a positive and significant effect on employee performance. Each variable also has a positive and significant partial effect on employee performance.

Paper Type:

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Implication:

CV. Graha Kaori Grup Gianyar should strengthen leadership decision-making, improve workplace facilities and safety, and reinforce punctuality and work discipline to support more consistent employee performance.

INTRODUCTION

Human resources refer to the individuals or workforce within an organization, company, or system who contribute to achieving organizational objectives or fulfilling system requirements. Human resource management is a central element in strengthening competitiveness among companies. It concerns the effective and efficient management of employment relationships and workforce roles so that organizational, employee, and societal objectives can be achieved optimally (Bintoro & Daryanto, 2017). Human resources are particularly important because employees possess the potential required to carry out organizational activities.

For companies whose success depends heavily on employee performance, optimizing workforce performance is essential. Silalahi (2020) defines performance as the work results achieved by individuals or groups in accordance with established standards and organizational expectations while carrying out principal duties and functions based on applicable norms, standard operating procedures, criteria, and performance measures. Employee performance can also be influenced by leadership, the work environment, and work discipline.

Leadership is the first factor considered in this study. Sofyandi (2020) describes leadership as a set of characteristics used by leaders to influence subordinates so that organizational objectives are achieved, or as patterns of behavior and strategies commonly adopted by a leader. Leaders therefore need to provide serious attention to developing, mobilizing, and directing employee potential. The second factor is the work environment. Junianti et al. (2020) define the work environment as the set of conditions surrounding employees in the organization where they perform their duties. A work environment is considered appropriate when employees can work optimally, healthily, safely, and comfortably. The third factor is work discipline. Yuliantini (2020) explains work discipline as a managerial instrument used to communicate with employees so that they are willing to modify behavior, increase awareness, and comply with company regulations and prevailing social norms.

The research object is CV. Graha Kaori Grup Gianyar, an incense-industry company located at Jl. Raya Mas No. 60X, Mas, Ubud District, Gianyar Regency, Bali 80571. According to the company's 2024 production report, the company produced 4,750,000 pieces of incense. Production output provides an indication of employee performance during the period. However, the company's facilities and infrastructure remain inadequate. A number of facilities, including tables, chairs, computers, printers, ventilation fans, lamps, cabinets, and trolleys, have

sustained varying degrees of damage. Observations and interviews also indicated employee discomfort due to damaged tables and chairs and limited restroom access because one restroom could not be used. These workplace conditions can reduce comfort and may contribute to employee absenteeism, while appropriate attendance levels are important for maintaining productivity and performance.

Employee absenteeism at CV. Graha Kaori Grup Gianyar averaged 3.11% in 2024. According to Kuna Winaya as cited in Ardana et al. (2019, p. 52), a normal or low absenteeism rate is 2-3%, a rate above 3-15% is considered high, and 15-20% is considered very high. The company's absenteeism rate can therefore be categorized as high. Observations and interviews further suggested that declining production and high absenteeism were associated with suboptimal employee performance, the leadership style applied by company leaders, a work environment that did not fully comply with Standard Operating Procedures (SOPs), insufficient motivation, and inadequate work comfort. The company also lacked consistent appreciation for high-performing employees. Earlier studies by Tusholihah et al. (2019), Rahayu (2020), and Indahyati (2020) reported negative and non-significant effects of leadership, work environment, and work discipline on employee performance. These empirical inconsistencies, together with the organizational phenomena observed at CV. Graha Kaori Grup Gianyar, provide the rationale for examining the effects of leadership, work environment, and work discipline on employee performance.

Literature Review

Employee Performance

Employee performance, also referred to as job performance or actual performance, represents the degree of success achieved by employees in completing their work. Performance is not an individual characteristic such as talent or ability, but rather the manifestation of those capabilities. Silalahi (2020) defines performance as the work results achieved by individuals or groups in accordance with established standards and organizational expectations.

Leadership

Leadership is a fundamental component in understanding organizational processes and dynamics. Although the concept has been defined in numerous ways, Sofyandi (2020) explains leadership as a set of characteristics used by leaders to influence subordinates so that organizational objectives can be achieved, or as preferred behavioral patterns and strategies frequently applied by a leader.

Work Environment

The work environment comprises the conditions surrounding employees within the organization in which they perform their duties. According to Junianti et al. (2020), work-environment conditions are considered appropriate when employees can carry out their activities optimally, healthily, safely, and comfortably.

Work Discipline

Work discipline is a managerial instrument used to communicate with employees so that they are willing to change behavior as part of an effort to increase awareness and willingness to comply with company regulations and prevailing social norms (Yuliantini, 2020). Hasibuan (2020) similarly defines discipline as an individual's awareness and willingness to comply with company rules and established social norms, reflecting employees' respect for organizational regulations and provisions.

METHODS

The study was conducted at CV. Graha Kaori Grup Gianyar, located at Jl. Raya Mas No. 60X, Mas, Ubud District, Gianyar Regency, Bali 80571. The research examined leadership, work environment, work discipline, and employee performance. The population consisted of all 80 employees, and a saturated sampling or census approach was used so that all employees became respondents. This approach was considered appropriate because the population was sufficiently small to be reached without excessive time, cost, or effort. The study involved four variables: leadership (X1), work environment (X2), and work discipline (X3) as independent variables, and employee performance (Y) as the dependent variable. Both quantitative and qualitative data were used, drawing on primary and secondary sources. Data were collected through observation, interviews, and questionnaires. The analytical procedures comprised descriptive statistical analysis, classical-assumption testing, multiple linear regression, and hypothesis testing.

RESULTS AND DISCUSSION

Results

Multiple Linear Regression Analysis

Table 1. Multiple Linear Regression Analysis Results

Model	Variable	B	Std. Error	Beta	t	Sig.
1	Constant	0.384	2.389	-	0.161	0.873
1	Leadership	0.278	0.074	0.389	3.781	0.000
1	Work Environment	0.235	0.077	0.303	3.063	0.003
1	Work Discipline	0.173	0.071	0.245	2.440	0.017

Source: Processed data (2026).

The regression results describe the effects of leadership, work environment, and work discipline on employee performance. The multiple linear regression model is expressed as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$$Y = 0.384 + 0.278X_1 + 0.235X_2 + 0.173X_3$$

The constant of 0.384 indicates that, when leadership, work environment, and work discipline are not taken into account, the estimated average employee-performance value is 0.384. The leadership coefficient of 0.278 indicates that a one-unit increase in leadership is associated with a 0.278-unit increase in employee performance, holding the other variables constant. The work-environment coefficient of 0.235 indicates that a one-unit improvement in the work environment is associated with a 0.235-unit increase in employee performance. The work-discipline coefficient of 0.173 indicates that a one-unit increase in work discipline is associated with a 0.173-unit increase in employee performance, other variables being constant.

F Test

Table 2. F-Test Results

Model	Source	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	147.437	3	49.146	10.477	0.000
1	Residual	356.513	76	4.691	-	-
1	Total	503.950	79	-	-	-

Source: Processed data (2026).

The F-test results show that $F_{count} = 10.477$ is greater than $F_{table} = 2.72$, with a significance value of $0.000 < 0.05$. Therefore, H_0 is rejected and H_a is accepted. Leadership (X_1), work environment (X_2), and work discipline (X_3) simultaneously have a significant effect on employee performance (Y) at CV. Graha Kaori Grup Gianyar.

Discussion

Simultaneous Effect of Leadership, Work Environment, and Work Discipline on Employee Performance

The hypothesis test shows that leadership, work environment, and work discipline simultaneously have a positive and significant effect on employee performance at CV. Graha Kaori Grup Gianyar, as indicated by $F_{count} = 10.477$, $F_{table} = 2.72$, and a significance value of $0.000 < 0.05$. This indicates that improvements in leadership, the work environment, and work discipline can improve employee performance. The result is consistent with Silalahi (2020), who states that performance represents individual or group work outcomes achieved in accordance with established standards and organizational expectations when carrying out duties and functions based on applicable norms, SOPs, criteria, and measures. The finding is also consistent with Permatasari (2020), Saputra (2020), Yosandi (2020), Sihaloho (2020), Rahman (2020), Afandi (2020), Mantiri (2021), Agustinus (2021), Dewi (2021), and Nugraheni (2023), who reported positive and significant simultaneous or partial effects of leadership, work environment, and work discipline on employee performance.

Effect of Leadership on Employee Performance

Leadership has a positive and significant effect on employee performance at CV. Graha Kaori Grup Gianyar. The analysis produced $t_{count} = 3.781$, which is greater than $t_{table} = 1.665$, with a significance value of $0.000 < 0.05$. Thus, stronger leadership is associated with improved employee performance. This finding is consistent with Sofyandi (2020), who describes leadership as the characteristics and behavioral strategies used by leaders to influence subordinates in achieving organizational objectives. It is also consistent with Yosandi (2020), Rahman (2020), and Afandi (2020), who found a positive and significant effect of leadership on employee performance.

Effect of the Work Environment on Employee Performance

The work environment has a positive and significant effect on employee performance at CV. Graha Kaori Grup Gianyar. The analysis produced $t_{count} = 3.063$, which is greater than $t_{table} = 1.665$, with a significance value of $0.003 < 0.05$. This indicates that improvements in the work environment are associated with better employee performance. Junianti et al. (2020) explain that a good work environment allows employees to perform activities optimally, healthily, safely, and comfortably. The result is consistent with Permatasari (2020), Sihalo (2020), and Nugraheni (2020), who reported a positive and significant effect of the work environment on employee performance.

Effect of Work Discipline on Employee Performance

Work discipline has a positive and significant effect on employee performance at CV. Graha Kaori Grup Gianyar. The analysis produced $t_{count} = 2.440$, which is greater than $t_{table} = 1.665$, with a significance value of $0.017 < 0.05$. This indicates that stronger work discipline is associated with improved employee performance. Yulianti (2020) defines work discipline as a managerial mechanism for encouraging employees to modify behavior and increase their awareness and willingness to comply with company regulations and social norms. The finding is consistent with Mantiri (2021), Agustinus (2021), and Dewi (2021), who reported a positive and significant relationship between work discipline and employee performance.

CONCLUSION AND RECOMMENDATIONS

Conclusion

Leadership, the work environment, and work discipline simultaneously have positive and significant effects on employee performance at CV. Graha Kaori Grup Gianyar. More effective application of these three factors is therefore associated with higher employee performance.

Leadership partially has a positive and significant effect on employee performance. The work environment also partially has a positive and significant effect on employee performance. Work discipline likewise partially has a positive and significant effect on employee performance. Accordingly, improvements in each of these variables are associated with improvements in employee performance.

Research Limitations

The study involved only 80 respondents, which may not fully represent broader organizational conditions. Future research is therefore expected to use larger samples and more varied demographic characteristics to permit more extensive analysis.

Questionnaire responses may not always fully reflect respondents' actual opinions because respondents can differ in their thinking, assumptions, and interpretation of the questions.

The study examined only three factors affecting employee performance—leadership, work environment, and work discipline—although many other determinants may also affect employee performance.

Recommendations

The employee-performance statement "I arrive on time according to the work schedule" had the lowest mean score of 2.74 and was categorized as poor. Employees should therefore pay greater attention to punctuality as a form of professional responsibility. The company should strengthen attendance monitoring and provide guidance to employees who experience difficulty meeting work schedules.

For leadership, the statement "The leader of CV. Graha Kaori Grup Gianyar always analyzes situations within the company well" had the lowest mean score of 3.05 and was categorized as fairly good. Although company leaders have understood organizational conditions reasonably well, analysis should be strengthened through periodic data, input from each division, and regular evaluation so that decisions remain relevant and appropriately targeted.

For the work environment, the statement “CV. Graha Kaori Grup Gianyar has paid attention to workplace safety to ensure comfort at work” had the lowest mean score of 3.75 and was categorized as good. The company should increase regular training and ensure that safety equipment is consistently updated and used correctly. These measures can help prevent accidents, improve employee comfort, and maintain operational continuity.

For work discipline, the statement “I always arrive at work on time” had the lowest mean score of 3.18 and was categorized as fairly good. In addition to punctuality, the company should encourage employees to prepare tasks in advance and maintain consistent daily performance. These practices can improve productivity, efficiency, and work quality and thereby support achievement of organizational objectives.

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