The Influence of Leadership, Physical Work Environment and Discipline on Employee Performance at PT. BPR Mambal Abiansemal

Ni Luh Putu Nila VERDIANTI¹, Ni Made RUSTINI², A.A. Istri Krisna Gangga DEWI³

¹,²,³Faculty of Economics and Business, Warmadewa University, Indonesia

Abstract:
This research examines and analyzes the influence of leadership, physical work environment, and work discipline on employee performance.

Methodology:
This research was conducted at PT. BPR Mambal, in Abiansemal, Badung, Bali, using saturated sampling techniques to collect a research sample of 36 respondents. The data obtained from the distribution of the questionnaire is suitable for use. The data was then analyzed using multiple linear regression and hypothesis testing (t-test and f-test).

Findings:
The research results showed that (1) it was found that leadership, the physical work environment and work discipline had a significant effect on employee performance, and (2) it was obtained that leadership had a positive and significant effect on employee performance. It means that the better the leadership is, the more employee performance at PT will increase. BPR Mambal, in Abiansemal, Badung, Bali. (3) it was found that the physical work environment positively and significantly affected employee performance. It means that the better the physical work environment, the greater the employee performance at PT. BPR Mambal, in Abiansemal, Badung, Bali. (4), found that work discipline positively and significantly affects employee performance.

Implication:
It means that the more work discipline increases, the more employee performance at PT will increase. BPR Mambal, in Abiansemal, Badung, Bali.

INTRODUCTION

Human resources are an essential factor in an organization or company and are the primary driver of its activities. Likewise, in the context of a business organization or company, a company's progress is determined by its human resources. Thus, human resources or employees in a company become a significant concern to achieve company success.

Employee performance is one factor determining the success of an organization's goals. For this reason, performance must always be paid attention to by correcting bad habits or habits that are less supportive of achieving performance. With less than-optimal employee performance, the organization's goals have yet to be achieved because the level of employee performance still needs to be higher (Liyas, 2019). According to (Putri, 2020), performance is the results of a person's or group's job functions in an organization in a certain period, reflecting how well the person or group fulfills the job requirements to achieve organizational goals.

This research was conducted at PT. BPR Mambal Abiansemal is a People's Economic Agency (BPR) located on JL. Raya Mambal, Abiansemal No.23, Mambal, Kec. Abiansemal, Badung Regency, Bali. PT. BPR Mambal, Abiansemal, Badung is a company operating in the banking sector for the people's economy. It aims to collect funds from the community through savings and time deposits and provide credit to small entrepreneurs or rural
The observation results show that PT. BPR Mambal, Abiansemal, experienced a decline in assets. In 2021, total assets Rp. 105,229,859,000. In 2022, assets will decrease to Rp. 100,340,301,701. In addition, the number of savers, depositors, and creditors will decrease. This continuous decline in assets shows that employee performance could be more optimal when they cannot embrace the market amidst intense competition. The decline in assets that occurred at PT. Several factors can cause BPR Mambal, Abiansemal from 2021 to 2022. One factor that might contribute is less than optimal employee performance.

The less effective ability to attract and retain the number of customers, whether through savers, deposits or providing credit, could be the leading cause of this decline. In addition, intense competition in the microfinance and local banking sectors can complicate a company's efforts to maintain and increase its assets. External factors such as changes in economic conditions, banking regulations, or consumer behavior can also play a role in the decline. Therefore, PT needs to evaluate marketing and risk management strategies thoroughly. BPR Mambal, Abiansemal, and Badung can overcome these challenges and restore asset growth. Factors that influence performance at PT. BPR Mambal, Abiansemal, Badung is Leadership, Physical Work Environment and Work Discipline.

Leadership is one of the internal factors that influence the success of achieving company targets. According to experts (William and Joseph in Sutarto Wijono, 2018:3), Leadership is an effort to realize organizational goals by combining the needs of its followers to continue to grow and develop following organizational goals. Based on the results of observations related to leadership that occurs at PT. BPR Mambal Abiansemal is one of communication. The lack of communication that occurs can cause misunderstandings between leaders and subordinates or between employees, causing employee performance to decrease due to the lack of communication that occurs and also the lack of direction and input from the leadership, where the leadership still prioritizes its ego, this causes employees to behave arbitrarily towards their work.

Apart from leadership, another factor that influences employee performance is the physical work environment. According to Affandi (2018), the work environment exists in the worker's environment, which can influence them in carrying out their duties, such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and whether or not work equipment is adequate. Based on the results of observations, there were several complaints from employees regarding the current physical work environment at PT. BPR Mambal, Abiansemal is less conducive, with limited space for movement, poor air circulation, and vehicle noise, so employees are less comfortable at work, which makes them feel bored with work. This phenomenon is related to problems with the physical work environment at PT. BPR Mambal, Abiansemal, Badung. Therefore, it can be concluded that the physical work environment supports the smooth working process, where comfort and seriousness of work are taken into account by paying attention to a good physical work environment or creating good working conditions that can motivate to work, which will influence employee performance at work.

Besides leadership and the physical work environment, work discipline is another factor influencing employee performance. According to (Pandi, 2018), work discipline is a code of conduct or regulations made by the management of a company so that it is achieved and formed through a process of a series of behaviors that show the values of obedience, conformity, regularity and order because they are integrated with themselves. The attitudes or actions carried out are no longer felt as a burden; on the contrary, they will burden him if he does not act as others. Based on the results of observations at PT. BPR Mambal, Abiansemal, Badung, there is a phenomenon such as a large number of employees who still violate work discipline because the employees lack encouragement from the leadership to their employees, thus causing employee boredom, which can result in employees breaking company rules and acting undisciplined such as arriving late to work, lack of initiative. At
work, they are often allowed to go home first, and employees often behave impolitely by being lazy at work and only relying on instructions from their superiors.

The level of employee absenteeism at PT can be seen. BPR Mambal, Abiansemal, Badung is low. However, this level of absenteeism only guarantees good employee performance because employees still arrive late and use their lunch breaks beyond the time limit determined by the company. Even though the attendance rate is high and absenteeism is low, the achievement target has yet to be achieved. By understanding the phenomena in each of these variables, the management of PT. BPR Mambal, Abiansemal, and Badung can consider strategies to improve effective leadership, an appropriate physical work environment, and improved work discipline to improve their performance and overcome the decline in assets.

**Leadership.** Pandi (2018) states that leadership influences a group to achieve goals. Leadership is influencing or encouraging a person or group to work voluntarily to achieve specific goals or objectives in certain situations. According to Hindriari (2018), leadership is a person's extraordinary ability (whether in the organization or not) to influence the people in their environment so that they are willing to work to achieve the desired goals.

**Physical Work Environment.** According to Nahwi (2019), the work environment is where employees work. It is everything around the workers, physically and non-physically, that influences their assigned tasks. A conducive work environment will encourage and increase employee enthusiasm to obtain job satisfaction. According to Wahyuningsih (2018), the work environment is a place to carry out work following a previously approved work agreement.

**Work Discipline.** According to Rivai (2019), work discipline is a tool that managers use to communicate with employees so that they are willing to change their behavior and to increase a person's awareness and willingness to obey all applicable regulations and social norms. According to (Hasibuan, 2018), discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Discipline reflects a person's sense of responsibility for the assigned tasks. It encourages passion, work enthusiasm and realizing company, employee and community goals.

**Employee Performance.** According to Jufrizen and Puspita (2021), performance is work carried out by a person following their respective authority and responsibilities within a company to achieve organizational goals. According to Handoko in Warwan et al. (2019), employee performance results from the efforts of someone with the ability and actions to perform in certain situations.

**METHODS**

This research was conducted at PT. BPR Mambal is in Abiansemal, Badung, and is located on Jl. Raya Mambal Abiansemal No.23, Mambal, Kec. Abiansemal, Badung Regency, Bali. So, the population in this study is employees at PT. BPR Mambal, in Abiansemal, Badung, numbering 36 people. The saturated sample technique or census is used if the entire population is 36 respondents. The types of data in this study are quantitative and qualitative data. According to the source, the data used in this study are secondary and primary. The data analysis technique used is multiple linear regression analysis.

**RESULTS AND DISCUSSION**

The validity test results of all research variable instruments have met the validity test requirements. The total Pearson Correlation score value for each instrument is above 0.30 and has a significance value of less than 5% (0.05), so the instrument is suitable for use as a tool. Measure these variables. Meanwhile, the reliability test for each variable is at a point above 0.70, as shown in Cronbach's Alpha results, so it can be said that all instruments met the reliability requirements.
The normality test results show Kolmogorov-Smirnov of 0.200 > 0.05, meaning the residual data is usually distributed. The multicollinearity test results are if there are no independent variables whose tolerance value is less than 0.10 and no independent variables whose VIF value is greater than 10. The heteroscedasticity test results are if each model has a significance value greater than 0.05.

The multiple linear regression analysis model is used to obtain regression coefficients, which will determine whether the hypothesis created will be accepted or rejected. The results of this analysis refer to the influence of leadership variables (X1), physical work environment (X2) and work discipline (X3) on employee performance (Y). The regression analysis results using the Statistical Program of Social Science (SPSS) version 26.0 can be seen in Table 1 below.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Regression Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership (X1)</td>
<td>0.336</td>
<td>2.515</td>
<td>0.017</td>
</tr>
<tr>
<td>Physical Work Environment (X2)</td>
<td>0.407</td>
<td>2.234</td>
<td>0.033</td>
</tr>
<tr>
<td>Work Discipline (X3)</td>
<td>0.177</td>
<td>2.981</td>
<td>0.005</td>
</tr>
</tbody>
</table>

( Constant): 0.409
F Statistics: 64.522
Sig F: 0.000
R²: 0.845
R: 0.926

Source: Processed data (2024)

From the results of the multiple linear regression analysis in Table 1 above, the regression equation can be prepared as follows:

\[ Y = 0.409 + 0.336X_1 + 0.407X_2 + 0.177X_3 \]

\( \alpha = \) Constant value of 0.409, meaning that if leadership (X1), physical work environment (X2) and work discipline (X3) are equal to zero, then employee performance will decrease.

\( X_1 = + 0.336 \) shows that leadership positively affects employee performance; if leadership is good, employee performance will increase.

\( X_2 = + 0.407 \) indicates that the physical work environment has a positive effect on employee performance; if the physical work environment is good, then employee performance will increase.

\( X_3 = + 0.177 \) shows that work discipline positively affects employee performance. If work discipline increases, employee performance will increase.

Based on the F test (simultaneously), \( F_{\text{count}} (64.522) > F_{\text{table}} (2.89) \) is obtained with the significance value of F being 0.000<0.05, so H0 is rejected. It means that the leadership variables (X1), physical work environment (X2), and work discipline (X3) simultaneously have a significant effect on employee performance (Y) at PT BPR Mambal in Abiansemal, Badung, with an \( R^2 \) value = 84.5%, means 84.5% of employee performance at PT BPR Mambal in Abiansemal, Badung is influenced by leadership variables (X1), physical work environment (X2) and work discipline variables (X3), while the remaining 15.5% is influenced by other variables not examined in this research. This research aligns with Amrul, Inama (2020) and Aini, Indah Nur (2022), which state that leadership, work environment and discipline significantly positively affect employee performance.
The influence of leadership on employee performance was obtained by $t_{\text{count}}(2.515) > t_{\text{table}}(1.694)$ with a significance level of 0.017 < 0.05, so that $H_0$ was rejected and $H_a$ was accepted, which means that the leadership variable has a significant positive effect on employee performance at PT. BPR Mambal in Abiansemal, Badung. The regression coefficient $b_1$ (leadership variable) is 0.336, indicating that the better the leadership, the greater the employee performance at PT. BPR Mambal in Abiansemal, Badung. This research's results align with those of Amrul, Inama (2020), Aini, Indah Nur (2022), and Anandita. D (2022) states that leadership positively and significantly affects employee performance. However, this research's results differ from those of the research conducted by Sri Mardhiah Br. Trg (2022) states that leadership does not significantly affect employee performance.

The influence of the physical work environment on employee performance was obtained by $t_{\text{count}}(1.694) > t_{\text{table}}(1.694)$ with a significance level of 0.033 < 0.05, so that $H_0$ was rejected and $H_a$ was accepted, which means that the physical work environment variable had a significant positive effect on employee performance at PT. BPR Mambal in Abiansemal, Badung. The regression coefficient $b_2$ (physical work environment variable) is 0.407, indicating that the better the physical work environment, the greater the employee performance at PT. BPR Mambal in Abiansemal, Badung. The results of this research are in line with research conducted by Amrul Inama (2020), Kardani N.L (2021), Aini, Indah Nur (2022), Sri, Laela Eka (2023), Rupianti, Ni Kadek Ita (2023) which states that the physical work environment has a positive and significant effect on employee performance. However, the results of this research differ from those conducted by Aini and Indah Nur (2022), which state that the physical work environment negatively affects employee performance.

The influence of work discipline on employee performance was obtained by $t_{\text{count}}(2.981) > t_{\text{table}}(1.694)$ with a significance level of 0.005 < 0.05, so that $H_0$ was rejected and $H_a$ was accepted, which means that the work discipline variable had a significant positive effect on employee performance at PT. BPR Mambal in Abiansemal, Badung. The regression coefficient $b_3$ (work discipline variable) is 0.177, indicating that the more work discipline increases, the more employee performance at PT increases. BPR Mambal in Abiansemal, Badung. The results of this research are in line with research conducted by Amrul, Inama (2020), Aini, Indah Nur (2022), Asih N.L (2022), Anandita D (2022), Sherlen. D (2023) states that work discipline positively and significantly affects employee performance. However, this research's results align with Sari and Laela Eka's (2023) research, which states that work discipline does not significantly affect employee performance.

**CONCLUSION**

1. Leadership, physical work environment and work discipline significantly affect employee performance at PT. BPR Mambal in Abiansemal, Badung.
2. Leadership has a positive and significant effect on employee performance at PT. BPR Mambal in Abiansemal, Badung. This means that the better the leadership, the greater the employee performance at PT. BPR Mambal in Abiansemal, Badung.
3. The physical work environment positively and significantly affects employee performance at PT. BPR Mambal in Abiansemal, Badung. This means that the better the physical work environment, the greater the employee performance at PT. BPR Mambal in Abiansemal, Badung.
4. Work discipline has a positive and significant effect on employee performance at PT. BPR Mambal in Abiansemal, Badung. This means the more work discipline there is, the more employee performance at PT will increase. BPR Mambal in Abiansemal, Badung.

**Suggestion.**

1. Leadership at PT BPR Mambal in Abiansemal, Badung, as a whole, is quite good. However, the statement on the leadership variable with the lowest average score is, "Leaders can communicate and express good ideas."
Therefore, PT leaders should. BPR Mambal in Abiansemal, Badung, is better at communicating with employees so that they receive instructions they are given.

2. The physical work environment at PT. BPR Mambal in Abiansemal, Badung, is relatively high overall. However, there is a statement on the physical work environment variable with the lowest average score: "My workspace is equipped with air ventilation so that there is good air circulation." Therefore, PT. BPR Mambal in Abiansemal, Badung, has equipped employee workspaces with air ventilation to maintain the indoor air temperature.

3. Work discipline at PT. BPR Mambal in Abiansemal, Badung, is quite good overall. However, the work discipline variable with the lowest average score has a statement that reads: "My presence every day is according to the time determined by the Company." Therefore, PT. BPR Mambal in Abiansemal, Badung, provides sanctions for employees who do not comply with company work rules.

4. Further research is hoped to add variables that can influence employee performance and expand the scope of research or change research locations that are not only focused on one location, thus providing a more comprehensive view and being able to be implemented in general.

REFERENCE


