

Determination of Employee Performance : Work Environment and Leadership Style (Case Study at PT. MPIW Jakarta)

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Abstract

In today's dynamic industrial environment, optimizing employee performance has become a strategic imperative for organizational sustainability. Among the factors that significantly influence workforce outcomes, the physical work environment and leadership style stand out as pivotal drivers. This study explores how these two variables affect employee performance within PT. MPIW, a prominent manufacturing firm in Jakarta. Employing a quantitative approach, data were obtained through structured questionnaires from 50 purposively selected respondents working in logistics, production, and purchasing divisions. Using IBM SPSS Statistics 21, the analysis revealed compelling insights. The work environment demonstrated a strong and positive influence on employee performance ($t = 11.883$, $p < 0.001$), affirming that factors such as spatial adequacy, safety, and interpersonal dynamics play a crucial role in enhancing productivity. Surprisingly, leadership style exerted a negative and statistically significant effect ($t = -3.880$, $p < 0.001$), suggesting that the prevailing authoritarian tendencies may undermine employee morale and engagement. The joint influence of both variables was also found to be significant ($F = 86.518$, $p < 0.001$), underscoring their combined relevance in shaping performance outcomes. This study contributes a critical perspective on organizational behavior in the manufacturing sector by integrating environmental and managerial dimensions into a unified analytical model. The findings underscore the need for adaptive, participatory leadership approaches and strategic enhancement of workplace conditions to drive sustainable performance improvements.

Keywords: Work Environment, Leadership Style, And Employee Performance Determination

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I. INTRODUCTION

There are several things that need to be considered so that the company can run smoothly, namely the work environment and leadership style in employee performance. Of course, companies have different work environments and leadership styles. The work environment can now be seen in the atmosphere and employees in any company. Leadership style can be recognized from the way leaders lead their subordinates. A good work atmosphere allows employees to work comfortably, and this atmosphere can be created by coworkers.

PT. MPIW in Jakarta, is the first company established in 1986. And has branches located in Bekasi City established in 2002 and Salatiga City established in 2016. This company has a casting division (metal melting to make tools) and has the main advantage in producing high-quality castings. Based on research that has been carried out on PT. MPIW in Jakarta. There is a current phenomenon, namely the work environment in the printing room and warehouse. Which is not adequate for work activities such as insufficient light, color schemes that are too dark to optimize work, and less effective space for movement.

Employee performance can be influenced by the work environment, the work environment is designed to create a work relationship that connects work and the environment. Unsuitable work environment conditions will have a negative impact on employee performance productivity. When a company has a good work environment, its employee performance will be better. In addition, the survival of an organization in the future also depends on the performance of its employees. Employee performance is the result of quality and quantity work carried out by employees in carrying out their duties in accordance with the responsibilities given. Therefore, human resources working in an organization should be given the opportunity to improve the quality of their performance. One of the factors that influences employee performance is leadership style. Leadership style involves cooperation, as well as vision and mission to achieve common goals in the company. Leadership is closely related to personal performance because the leader knows how to build good working relationships between each subordinate and himself. However, the leadership style in PT. MPIW is still less democratic and authoritarian. So that employees must always obey the wishes of the leader without being given freedom to work. As a result, employees still feel that their opinions are not heard by the leader.

II. LITERATURE REVIEW

A. Conceptual Description

A conceptual description is a part of a research that contains concepts and theories that are relevant to the title of the research. The contents of the conceptual description are various theories that are relevant to the research variables, both free variables and related variables.

1. Work Environment Description

The work environment is a place for many groups with various supporting facilities to achieve organizational goals that are in line with the company's vision and mission. The work environment also affects the environment around employees. For example, workplace comfort can affect the ability to concentrate in completing a job, and a poor work environment can affect the level of comfort in working so that an employee's performance will remain low (Rahmawati, Ratnasari, Azis, Sutjahjo, & Winarso, 2023) The environment in which a company operates has a significant impact on the company's success. Due to changes and developments in today's global society, companies face many challenges that they have never faced before. In general, the environment cannot be controlled by the company, so the company must adapt to its environment. In other words, the work environment can be said to be everything that is physically visible and related to a company or office organization (Wahyuningsih, 2018).

2. Descriptions of the Work Environment

According to Dr. H. Moh. Saiful Bahri (2018) the work environment in principle can be divided into two large groups, namely the physical environment and the non-physical environment, and the types of work environment are divided into 2 types, namely "Physical Work Environment".

The physical work environment is all physical conditions that exist around the workplace that can affect employees both directly and indirectly. The physical work environment includes the physical environment of the workplace, comfort, and quality of work life of employees. 2. Non-physical work environment is all conditions that occur related to work relationships, both relationships with superiors and relationships with fellow workers or relationships with subordinates. The non-physical environment is a group of work environments that cannot be

ignored, the company can reflect conditions that support cooperation between superiors and subordinates or those who have the same job status in the company.

3. *Work Environment Factors*

Environmental factors are one of the things that must be considered in a company that is currently operating. Factors that influence the work environment according to Irawan in Sari, Dr. Ida Bagus Udaylana Putra, & Par (2021) are as follows:

- Color: Color is one of the important factors in increasing employee work efficiency, especially it can affect employee mental condition.
- Cleanliness: The work environment can indirectly affect a person's work. If the work environment is kept clean, employees can work comfortably.
- Prohibition: Prohibition includes light produced by lamps and electricity at night, and light produced by sunlight during the day.
- Air Exchange: Employee physical fitness will increase if air exchange in the room is sufficient. If the room has good ventilation, then employee health will be more guaranteed.
- Employee Assurance: The existence of employee guarantees is enough to provide employee safety in working.
- Noise: A very noisy working environment will interfere with employee concentration.
- Spatial Planning: A good spatial planning will also increase employee comfort in working.

4. *Work Environment Indicators*

According to Nitiselmito and Seldarmaylanti in Winata (2022), the work environment indicators are:

- Work Atmosphere: Work atmosphere refers to the conditions in which employees do their work and the conditions that can affect the performance of the work itself.
- Work Relationships: A relationship is established with colleagues, namely a harmonious relationship between one worker and another, between other workers or groups of colleagues. Without mutual suspicion, threatening each other and forcing one's will.
- Work Facilities: This means that there is sufficient equipment to support the smooth running of complete work. The availability of complete work facilities is one of the things that helps the work process.
- Workplace Prohibition: Prohibition has extraordinary benefits to ensure the safety and smooth running of employee work.
- Work Safety: This aims to maintain the location and condition of the work environment in a safe condition.

B. Leadership Style

1. *Understanding Leadership Style*

According to Fitri Rostina in Nurpratama & YLudianto (2022), leadership style is a behavioral norm that is often used by a person when trying to influence the behavior of others in his own way. According to Busro in Nurpratama & YLudianto (2022), leadership style is a consistent

behavioral pattern of a leader that is often shown in order to try to influence all the activities of his employees.

According to Tjiptono, Helrselyl and Nawawi in Zaharuddin, Supriyladi, & Wahylningsih (2021), leadership style is the way a leader interacts with his subordinates. Another opinion says that leadership style is a pattern of behavior (words and actions) of a person that is felt by others. Leadership style is also a behavior or method chosen or used by a leader to influence the thoughts, feelings, attitudes, and behavior of subordinate members of the organization.

2. Traits of Leadership Style

Leadership style can vary depending on the nature and attitude of the leader. These characteristics influence the way leaders interact with employees and the organization they lead (Yeremia Niaga Atlantika, Eligia Monixa Salfarini, & Dr. Sabinus Beni, 2023). Here are some general characteristics of leadership style:

- Visionary and Leader's Assertiveness: A leader who has a clear vision and is able to communicate it clearly can inspire and motivate his employees in achieving the company's goals.
- Having Intelligence: Intelligence is a valuable trait in a leader. Leaders who are honest, flexible and trustworthy build trust among employees.
- Empathy: Empathic leadership involves considering and considering the feelings, needs, and perspectives of employees.

3. Leadership Style Factors

According to (Sriyana, 2022) there are several factors that influence leadership style in the company, namely:

- The role and influence of the leader in the company.
- Employee relaxation and behavior while working in the company.
- Knowledge and expertise possessed by the leader in directing employees.
- Leadership initiative in directing employees, achievements achieved by employees while working in the company and motivation of employees working in the company.

4. Leadership Style Indicators

The indicators of gayla leadership of a person according to Kartono (Sudiantini & Saputra, 2022) are as follows:

- Ability to Motivate: Motivation from company leaders greatly influences employees, so that employees are more enthusiastic in carrying out their responsibilities from the company.
- Communication Skills: Communication between leaders and employees is very necessary. To facilitate the work in the company.
- Making Decisions: Leadership decisions are very necessary, because the duties and responsibilities of leaders in general are to make decisions wisely.
- Ability to Control Emotions: Controlling the emotions of all leaders is very necessary, so that employees do not feel neglected when carrying out their work.
- Responsibility: Every leader or employee needs to be responsible for their work, so that the work being carried out can run well

C. Employee Performance

1. Understanding Employee Performance

According to Wirawan and Mangkunegara in Sihalo (2019) performance is the output produced by the functions or indicators of a job or a profession within a certain time. Performance is also the result of work, both in terms of quality and quantity, achieved by employees in carrying out tasks in accordance with the responsibilities given to them. Performance is all the achievements of employees in providing all their abilities to obtain good results by considering the quantity and quality of cells so that efficiency and efficiency are obtained in all activities and can encourage the development of a company towards a more advanced direction. (Tamba, 2018).

According to Robelrtson in Sihombing & Batoelbara (2019), performance measurement is a process of assessing the progress of work towards achieving predetermined goals and objectives, including information on the efficiency of resource use in producing goods and services, quality, comparison of performance results with targets and effectiveness of actions in achieving goals. The most basic and fundamental things about performance measurement are as follows:

- Establishing the goals, objectives and strategies of the company organization, by determining in general what the company wants in accordance with its goals, vision and mission.
- Formulate performance indicators, which refer to indirect performance assessment, while performance indicators refer to direct performance measurement in the form of critical success factors and key performance indicators.
- Measuring the level of achievement of organizational goals and objectives, analyzing the results of performance measurements that can be implemented by comparing the level of achievement of organizational goals and objectives.
- Evaluating performance by assessing organizational progress and quality decision-making, providing an overview or results to the organization of how much success is and evaluating what steps the organization will take next.

2. Employee Performance Factors

According to A. Dalel Timplel in Sihombing & Batoelbara (2019), performance factors consist of internal factors and external factors. Factors related to the characteristics of a person's cell are:

- Internal Factors: A person's performance is good because their ability is high and they are a type of person who tries, but their performance is not good because their ability is low. This is because the employee does not make any effort to improve themselves.
- External Factors: A person's ability is a factor that comes from the environment that influences a person's performance, such as behavior, attitudes and behavior of work colleagues, subordinates or leaders, company workplace facilities and company organizations.

3. Employee Performance Indicators

- Quality: The quality contained in employees can be measured by the effectiveness and efficiency of a job carried out by human resources in achieving company goals well.
- Quantity: The quantity of employee performance can be measured by how long an employee works each day.
- Timeliness: Timeliness is the timeliness in doing the job well.

- Performance Effectiveness: Work effectiveness is the ability of employees to achieve maximum work results in accordance with the goals and objectives of the work that have been set.
- Discipline: Discipline is the behavior of employees who will come to work every day and in accordance with working hours, such as coming to the office on time, never leaving work during working hours and obeying the applicable regulations.

III. RESEARCH METHOD

A. Research Design and Framework of Thinking

This study uses a quantitative approach to measure the influence of the work environment and leadership style on employee performance at PT. MPIW in Jakarta.

Figure 1 presents the conceptual framework of this study, illustrating the hypothesized relationship between the independent variables and the dependent variable. The framework consists of two main independent variables: Work Environment (X1) and Leadership Style (X2), both of which are expected to influence Employee Performance (Y).

The Work Environment (X1) variable comprises five key dimensions: (1) Work Atmosphere, (2) Work Relationships, (3) Work Facilities, (4) Workplace Lighting, and (5) Work Safety. These elements collectively shape the physical and social context in which employees perform their tasks.

The second independent variable, Leadership Style (X2), includes: (1) Ability to Motivate, (2) Communication Ability, (3) Decision Making, (4) Ability to Control Emotions, and (5) Responsibility. These leadership traits are assumed to influence employees' attitudes, behaviors, and motivation at work.

Both variables are hypothesized to directly impact Employee Performance (Y), which is measured through five indicators: (1) Quality, (2) Quantity, (3) Punctuality, (4) Performance Effectiveness, and (5) Discipline. The framework suggests two main hypotheses: H1, that the work environment significantly affects employee performance; and H2, that leadership style also has a significant influence on employee performance. This conceptual model serves as the foundation for constructing the research instrument, selecting indicators, and analyzing the effects of each variable within the scope of this study.

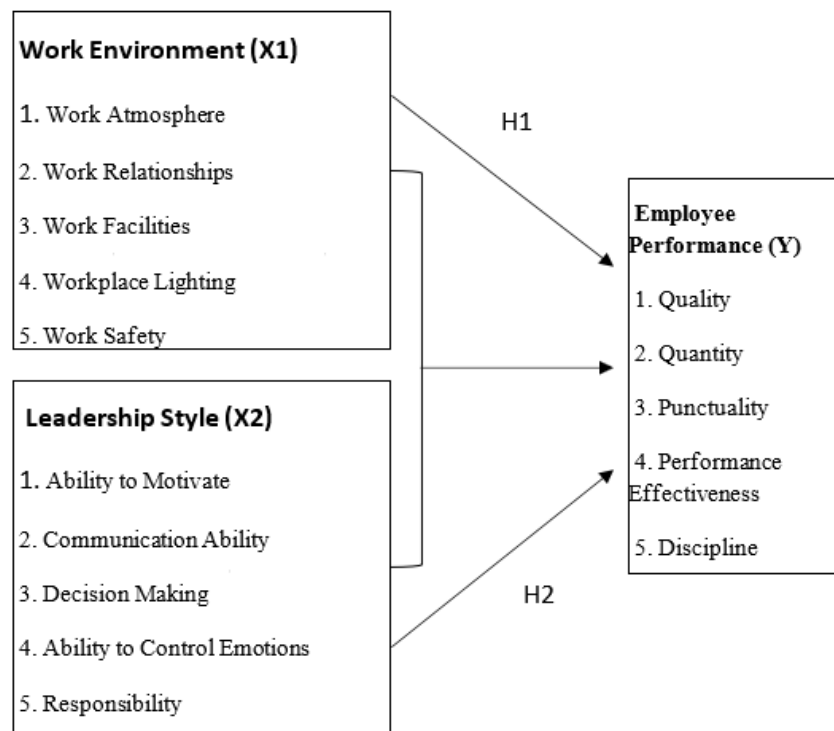


Figure 1. Framework of Thinking

B. Hypothesis

A hypothesis is an answer to a question whose truth is intended to be tested through research. Based on the formulation of the problem and the objectives of the research that have been written, a conceptual framework is made which becomes the basis for the research hypothesis as follows:

Hypothesis regarding Work Environment (X1)

- $H_0: \beta_1 = 0$: There is an assumption that the variable Work Environment (X1) does not have a significant effect on Employee Performance (Y).
- $H_1: \beta_1 \neq 0$: There is an assumption that the variable Work Environment (X1) has a significant effect on Employee Performance (Y).

Hypothesis regarding Leadership Style (X2)

- $H_0: \beta_1 = 0$: There is an assumption that the variable Leadership Style (X2) does not have a significant effect on Employee Performance (Y).
- $H_2: \beta_1 \neq 0$: There is an assumption that the variable Leadership Style (X2) has a significant effect on Employee Performance (Y).

Hypothesis regarding Employee Performance (Y)

- $H_0: \beta_1 = 0$: There is an assumption that the variables of Work Environment (X1) and Leadership Style (X2) do not have a significant effect on Employee Performance (Y).

- H3 : $\beta_1 \neq 0$: There is an assumption that the variables of Work Environment (X1) and Leadership Style (X2) have a significant effect on Employee Performance (Y).

C. Population and Research Sample

This study was conducted at PT. MPIW, a company based in Jakarta with a total workforce of approximately 300 employees. For the purpose of this research, the target population was narrowed down to employees working in three specific divisions: logistics, production, and purchasing. These divisions were selected due to their direct involvement in operational and managerial activities relevant to the research objectives. As a result, the total population considered in this study consisted of 50 employees across the aforementioned divisions.

The sampling technique employed in this research was non-probability sampling, which is characterized by the selection of samples based on specific criteria rather than randomization. In this method, not all individuals within the population are guaranteed an equal chance of being selected. The choice of this technique was driven by the need to obtain respondents who possess the most relevant knowledge and experience regarding the organizational processes being investigated. Therefore, the sample was purposefully selected to ensure that the data collected would be both meaningful and aligned with the specific objectives of the study.

D. Operational Definition of Variables

The operational definitions of the variables used in this study are detailed in Table 1, which outlines the dimensions, indicators, and measurement scales for each variable. The first independent variable, Work Environment (X1), is defined as all physical and tangible aspects within the organization that influence employee behavior and performance. This variable includes five key indicators: work atmosphere, work relationships, work facilities, workplace prohibitions, and work safety. The second independent variable, Leadership Style (X2), refers to the consistent behavioral patterns exhibited by leaders in influencing their subordinates. It is measured through indicators such as the ability to motivate, communication skills, decision making, emotional control, and responsibility. The dependent variable, Employee Performance (Y), reflects the outcomes of employees' duties in terms of quality and quantity, assessed through five indicators: quality, quantity, punctuality, performance effectiveness, and discipline. All variables in this study were measured using a Likert scale, enabling quantitative analysis of the respondents' perceptions regarding each indicator. The structure provided in Table 1 ensures that each construct is clearly defined and operationalized for the purpose of empirical measurement and statistical testing.

Table 1. Operational Definition of Research Variables

No	Variable	Operational of Definition	Indicators	Scale of Measurement
1	Work Environment (X1)	The work environment can be said to be everything that is physically visible and related to a company or office organization.	1. Work Atmosphere 2. Work Relations 3. Work Facilities 4. Workplace Prohibitions 5. Work Safety	Skala Likert
2	Leadership Style (X2)	Leadership style is a consistent behavior pattern of a leader that is demonstrated in order to try to influence all	1. Ability 2. Communication Skills 3. Decision Making 4. Ability to Control Emotions	Skala Likert

		activities of his/her employees.	5. Responsibility	
3	Employee Performance (Y1)	Performance is the result of work, both in terms of quality and quantity, achieved by employees in carrying out their duties in accordance with the responsibilities given to them.	1. Quality 2. Quantity 3. Punctuality 4. Performance effectiveness 5. Discipline	Skala Likert

E. Data Collection Techniques

The data collection method in research activities aims to reveal facts about the variables being studied. Data collection techniques can be done using surveys, interviews, questionnaires and observations. This research data is obtained using a measurement scale with the following methods:

1. Survey Method

In this research, the survey focuses on observation. The variable indicators are the respondents' answers orally and in writing. Usually, the research is conducted only once and the researcher does not try to regulate or control the situation.

2. Questionnaire Method

This questionnaire consists of a series of questions submitted to PT. MPIW employees in Jakarta. To clarify the conditions to be known. The questionnaire in this study was designed based on a Likert scale, and the scale value of each question was determined from good to bad responses by PT. MPIW employees in Jakarta. In measuring the answers of respondents, namely the questionnaire on the influence of the work environment and leadership style on PT. MPIW employees in Jakarta can be measured using a Likert scale, with the following weight levels shown in Table 2.

Table 2. Likert Scale Weight Level

No.	Answer	Code	Score Value
1	Strongly agree	SA	5
2	Agree	A	4
3	Neutral	N	3
4	Disagree	DA	2
5	Strongly Disagree	SDA	1

IV. RESULT AND DISCUSSION

A. Respondent Characteristics

The respondents used in this study were employees of PT. MPIW in Jakarta. In this sampling, it was done by distributing questionnaires through Google Form. Sampling in this study used purposive sampling techniques, this aims to obtain samples that represent the objectives of the study and meet the criteria in providing information. And the number of samples used was 50 respondents.

1. Respondent Characteristics Based on Age

Table 3 presents the distribution of respondents based on age categories. The data show that most respondents fall within the age range of 20 to 25 years, comprising 37 employees or 74% of the total sample. In contrast, the remaining 13 respondents, representing 26%, are aged between 26

and 49 years. These findings suggest that the respondent population in this study is predominantly composed of young employees, most of whom are likely to be in the early stages of their professional careers. The dominance of the 20–25 age group may also reflect recruitment trends within the company or a higher level of participation among younger staff. The age composition of the sample is an important demographic factor, as it can influence employees' perceptions of work environment, leadership style, and performance. Therefore, understanding the age structure is crucial for contextualizing the study's findings, particularly when analyzing generational differences in organizational behavior and attitudes toward workplace variables.

Table 3. Respondent Characteristics Based on Age

No	Ages	Number of Respondent	Percentage (%)
1	20-25	37 Employees	74%
2	26-49	13 Employees	25%
Total		50 Employees	100%

2. Characteristics of Respondents Based on Gender

Table 4 illustrates the distribution of respondents by gender. The data indicate that the majority of respondents in this study are female, totaling 31 individuals or 62% of the overall sample. Meanwhile, male respondents account for 19 individuals or 38%. These figures demonstrate a gender imbalance within the sample, with female respondents being more predominant. This disparity may reflect the actual gender composition within the selected divisions of the company or indicate a higher willingness of female employees to participate in survey-based research. Understanding the gender distribution is essential, as it may influence the perception of workplace conditions, leadership dynamics, and individual performance outcomes. Therefore, acknowledging the demographic composition by gender allows for a more nuanced interpretation of the study's findings and supports more accurate conclusions related to employee experiences and organizational variables.

Table 4. Characteristics of Respondents Based on Gender

No	Gender	Number of Respondent	Percentage (%)
1	Woman	31 Employees	62%
2	Men	19 Employees	38%
Total		50 Employees	100%

3. Characteristics of Respondents Based on Gender

In table 5 attached the last education restriction, in this study the last education of Senior High School is more with the number of respondents as many as 42 employees or 84% of undergraduates. For the last education of D3 degree with the number of respondents as many as 2 employees or 4% of undergraduates and for the last education of S1 degree with the number of respondents as many as 6 employees or 12% of undergraduates. It can be concluded that those who become respondents in terms of the last education are the last education of Senior High School with the number of respondents as many as 42 employees out of 50 employees.

Table 5. Respondent Characteristics Based on Education Background

No	Education Background	Number of Respondent	Percentage (%)
1	Senior High School	42 Respondent	84%
2	Diploma 3	2 Respondent	4%
3	S1 (Undergraduate)	6 Respondent	12%
Total Respondent		50 Respondents	100%

B. Respondent Characteristics

In this research data comes from primary data in the form of a questionnaire submitted to PT. MPIW employees in Jakarta in the logistics division, production division, purchasing division. This research data was collected by expanding as many as 50 respondents.

1. Respondent Characteristics Based on Age

Table 6 presents a detailed breakdown of respondents' perceptions regarding the Work Environment variable (X1), as measured through eight indicators. The responses were gathered using a five-point Likert scale ranging from Strongly Disagree (SDA) to Strongly Agree (SA). Overall, the results indicate a positive perception among employees concerning various aspects of their work environment.

Table 6. Description of Respondents' Answers to Work Environment Variables

Indicator	Statement	Frequency and Response Time Answers					Total
		1 (SDA)	2 (DA)	3 (N)	4 (A)	5 (SA)	
X1-1	The atmosphere between employees and superiors is going well in the work.			2 (4%)	17 (34%)	31 (62%)	50 (100%)
X1-2	The atmosphere with co-workers is going well at work.		1 (2%)	-	16 (32%)	33 (66%)	50 (100%)
X1-3	The relationship between employees and superiors is going well.			2 (4%)	15 (30%)	33 (66%)	50 (100%)
X1-4	The relationship between employees and superiors is going well.	1 (2%)			13 (26%)	36 (72%)	50 (100%)
X1-5	Facilities and infrastructure in the workplace are adequate and support employee work.			2 (4%)	17 (34%)	31 (62%)	50 (100%)
X1-6	There is sufficient space in the workplace to support employee work.				18 (36%)	32 (64%)	50 (100%)
X1-7	Penerangan di tempat kerja sudah cukup memadai.				10 (20%)	40 (80%)	50 (100%)
X1-8	Penerangan yang ada memancar dengan tepat, tidak menyilaukan mata.			1 (2%)	11 (22%)	38 (76%)	50 (100%)

Most respondents expressed agreement or strong agreement with the statements related to workplace atmosphere and interpersonal relationships. For example, Indicator X1-2, which assesses the atmosphere with coworkers, received 66% "Strongly Agree" and 32% "Agree" responses, indicating high satisfaction with peer interactions. Similarly, Indicator X1-1, regarding the atmosphere between employees and superiors, also received a substantial proportion of positive responses, with 62% "Strongly Agree" and 34% "Agree".

Facilities and infrastructure (X1-5) were also perceived positively, with 62% of respondents strongly agreeing that these are adequate and supportive of their work tasks. Indicators related to workplace safety and comfort, such as X1-7 and X1-8, recorded similarly favorable responses, with 80% and 76% of respondents respectively indicating "Strongly Agree". Notably, the highest positive response was recorded for Indicator X1-8, where 76% of respondents strongly agreed that workplace lighting is appropriate and not visually disturbing.

These findings suggest that the work environment at PT.MPIW is generally conducive to employee well-being and performance, with strong interpersonal dynamics and adequate physical conditions. As such, the overall sentiment reflected in Table 7 reinforces the importance of

maintaining and enhancing a supportive workplace environment as a critical factor influencing employee satisfaction and effectiveness.

2. Leadership Style Variable (X2)

Table 7 presents the distribution of respondents' answers regarding the Leadership Style variable (X2), which consists of 10 indicators measured using a five-point Likert scale ranging from Strongly Disagree (SDA) to Strongly Agree (SA). The data reflect generally positive perceptions toward the leadership practices experienced by employees within the organization.

Table 7. Description of Respondents' Answers to the Leadership Style Variable

Indicator	Statement	Frequency and Percentage of Answers					Total
		1 (SDA)	2 (DA)	3 (N)	4 (A)	5 (SA)	
X2-1	My leader cares about the work problems faced by his employees.	1 (2%)		3 (6%)	18 (36%)	28 (56%)	50 (100%)
X2-2	My leader provides motivation and direction to his employees to be active in their work.		1 (2%)	1 (2%)	15 (30%)	33 (66%)	50 (100%)
X-3	My leader is able to build good relationships with his subordinates			2 (4%)	19 (38%)	29 (58%)	50 (100%)
X2-4	I can easily receive information given by the leader regarding the tasks given to me.				19 (38%)	31 (62%)	50 (100%)
X2-5	My leader gives employees the opportunity to make decisions while working.		3 (6%)	2 (4%)	16 (32%)	29 (58%)	50 (100%)
X2-6	If there is a problem at work, my leader always provides a solution to reach an agency decision.	1 (2%)		2 (4%)	17 (34%)	30 (60%)	50 (100%)
X2-7	Leaders can always control their anger when employees make mistakes at work.	2 (4%)	1 (2%)	1 (2%)	19 (38%)	27 (54%)	50 (100%)
X2-8	When employees make mistakes at work, leaders do not use harsh words.		2 (4%)	3 (6%)	10 (20%)	35 (70%)	50 (100%)
X2-9	My leader is responsible for providing direction to employees in their work.			1 (2%)	19 (38%)	30 (60%)	50 (100%)
X2-10	Employee errors at work are not entirely the responsibility of management.	1 (2%)	2 (4%)	2 (4%)	19 (38%)	26 (52%)	50 (100%)

The findings suggest that most respondents perceive their leaders as supportive, communicative, and emotionally intelligent. For instance, Indicator X2-8, which states that leaders refrain from using harsh words when employees make mistakes, received the highest percentage of "Strongly Agree" responses at 70%. This suggests that a majority of employees view their leaders as demonstrating emotional regulation and professional conduct, which are crucial attributes in effective leadership.

Other indicators such as X2-2, which measures a leader's ability to provide motivation and direction, and X2-4, which assesses the clarity of task communication, also received high levels of agreement, with 66% and 62% of respondents selecting "Strongly Agree" respectively. Additionally, Indicator X2-6 shows that 60% of respondents strongly agree that their leaders

provide solutions when problems arise in the workplace, while X2-9 also shows strong agreement (60%) on the responsibility of leaders to guide employees.

The responses indicate a leadership style that is generally transformational and participative, where employees feel empowered and supported in their work environment. These patterns confirm that leadership behavior within the studied organization plays a pivotal role in fostering a productive and psychologically safe workplace. The consistency of high agreement percentages across most indicators reinforces the importance of empathetic and effective leadership in enhancing overall employee performance and satisfaction.

3. Leadership Style Variable (X2)

Table 8 outlines the distribution of respondents' perceptions regarding the Employee Performance variable (Y), measured through ten indicators on a five-point Likert scale. The data reflect a consistently strong level of agreement across all indicators, indicating that the majority of respondents perceive their performance to be both effective and aligned with organizational expectations.

Table 8. Description of Answers to Employee Performance Variables

Indicator	Statement	Frequency and Percentage of Answers					
		1	2	3	4	5	Total
		(SDA)	(DA)	(N)	(A)	(SA)	
Y-1	I am able to work quickly and accurately on the tasks given.			2 (4%)	11 (22%)	37 (74%)	50 (100%)
Y-2	My knowledge related to work is quite good.				12 (24%)	38 (76%)	50 (100%)
Y-3	I am able to work to achieve the targets that have been set.			2 (4%)	11 (22%)	37 (74%)	50 (100%)
Y-4	My work is in accordance with the standards set by the company.	1 (2%)			13 (26%)	36 (72%)	50 (100%)
Y-5	Saya tidak pernah terlambat dalam memulai pekerjaan.	1 (2%)		1 (2%)	11 (22%)	37 (74%)	50 (100%)
Y-6	My work was completed within the specified time.	1 (2%)			10 (20%)	39 (78%)	50 (100%)
Y-7	I am able to work optimally according to work objectives				8 (16%)	42 (84%)	50 (100%)
Y-8	I am able to adapt to new jobs assigned by management.			1 (2%)	13 (26%)	36 (72%)	50 (100%)
Y-9	I can evaluate the work when there is an audit in the company.			1 (2%)	14 (28%)	35 (70%)	50 (100%)
Y-10	Before an audit, employees can check their work properly so that there are no errors after the audit.				11 (22%)	39 (78%)	50 (100%)

The highest level of agreement was recorded for Indicator YL-7, which states that employees are able to work optimally according to work objectives. This statement received a “Strongly Agree” response from 84% of respondents, suggesting that most employees believe they are effectively contributing to the goals of the organization. Similarly, Indicator YL-6, which measures timeliness of task completion, and YL-10, which assesses pre-audit preparation, were also rated highly, with 78% of respondents selecting “Strongly Agree.”

Other indicators, such as YL-1 (speed and accuracy), YL-3 (target achievement), and YL-5 (punctuality), each received 74% "Strongly Agree" responses, indicating a strong performance orientation among employees. The lowest agreement was observed in Indicator YL-2, related to knowledge adequacy, though still demonstrating high levels of confidence, with 76% responding positively.

The responses suggest a high level of perceived individual performance within the studied organization, particularly in aspects related to work efficiency, adherence to standards, adaptability, and audit preparedness. These findings highlight a workforce that is not only capable and disciplined but also aligned with performance metrics established by the organization.

C. Data Quality Test

1. Validity test

In this study, the validity of the questionnaire was assessed using a Pearson correlation-based validity test. A questionnaire item is considered valid if the calculated correlation coefficient (r_{count}) exceeds the critical value from the r_{table} . With a total of 50 respondents, the degrees of freedom (df) are calculated as $n - 2$, resulting in $df = 48$. Accordingly, the critical value of r_{table} at the 5% significance level is 0.278.

The results of the validity test confirm that all items within the variables of Work Environment (X1), Leadership Style (X2), and Employee Performance (Y) meet the required validity threshold. Specifically, all indicators demonstrated r_{count} values greater than 0.278, indicating that they are statistically valid. Furthermore, each indicator exhibited a significance level below 0.05, affirming that the questionnaire items reliably measure the intended constructs.

2. Reability Test

Based on the results of the validity test, it shows that Cronbach's Alpha on the Work Environment variable (X1) is 0.846, while for the Gayla Leadership variable (X2) it is 0.919 and for the Employee Performance variable (YL) it is 0.904. Each variable is greater than 0.06, so the results of the reliability test in this study are reliable.

D. Classical Assumption Test (Normality Test)

The normality test in this study was conducted to determine whether the residuals from the regression model follow a normal distribution. One of the approaches used to assess normality is the visual inspection of the histogram of residuals. The histogram illustrates the frequency distribution of the residuals, and a bell-shaped curve would indicate that the residuals are normally distributed.

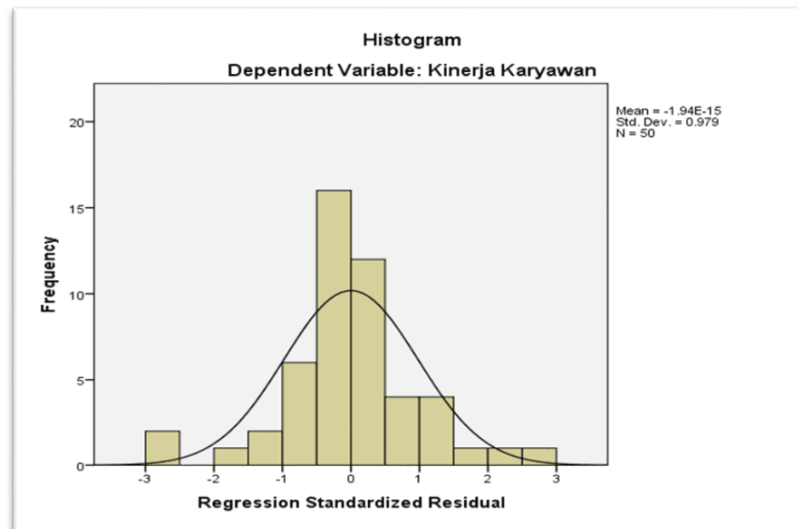


Figure 2. Normality Test Results

Figure 2 presents the histogram of the residuals. The graphical output shows that the distribution closely resembles the shape of a normal curve, providing a preliminary indication of normally distributed residuals. In addition to the histogram, a Normal Probability Plot (P-P Plot) was also used to further examine the normality assumption. This plot compares the cumulative probability of the observed residuals with a normal distribution. If the residuals are normally distributed, the plotted data points should align closely with the diagonal reference line.

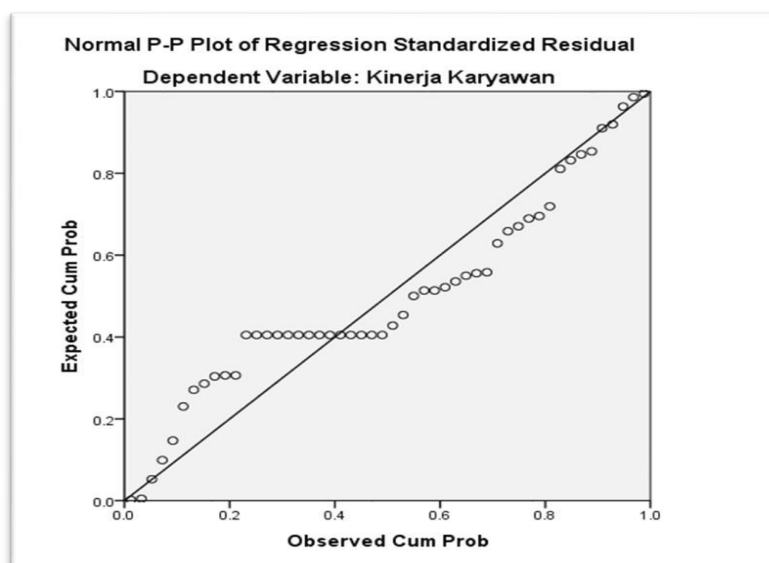


Figure 3. Normal Probability Test Results

Figure 3 displays the results of the normal probability plot. The distribution of the points lies approximately along the diagonal line, suggesting that the residuals exhibit a pattern consistent with normality. Therefore, based on both visual indicators—the histogram and the normal probability plot—it can be concluded that the residuals meet the assumption of normality, and thus, the regression model satisfies one of the key requirements for classical linear regression analysis.

Discussion

The Influence of Work Environment on Employee Performance

Based on the analysis conducted on 50 respondents, the partial test (t-test) results indicate that the Work Environment variable (X1) has a positive and significant influence on the Employee Performance variable (Y). The t-count value obtained is 11.883, which is greater than the t-table value of 2.011, with a significance level of 0.000 (< 0.05). Therefore, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted, confirming that the work environment significantly affects employee performance.

This finding supports the research of Robbins and Judge (2017), who asserted that a supportive physical and social environment directly impacts job satisfaction and performance. Moreover, a conducive work environment fosters better communication, increased motivation, and greater work effectiveness, as also highlighted by Sedarmayanti (2017). In similar studies, employees working in environments with adequate facilities and good interpersonal relationships tend to demonstrate higher levels of productivity and commitment (Raziq & Maulabakhsh, 2015). Hence, the current result reinforces the theoretical understanding that a positive work environment enhances employee outcomes.

The Influence of Leadership Style on Employee Performance

The statistical results also show that the Leadership Style variable (X2) has a negative and significant influence on employee performance. The t-count value is -3.880, which is greater than the t-table value of 2.011 in absolute terms, with a significance level of 0.000 (< 0.05). This implies that the applied leadership style—possibly authoritarian or misaligned with employee expectations—may contribute negatively to employee performance.

This result contrasts with studies that found a positive impact of transformational leadership on performance (Bass & Riggio, 2006; Judge & Piccolo, 2004). However, it is aligned with findings from Al Khajeh (2018), who noted that an inappropriate leadership approach could lead to dissatisfaction and reduced productivity. The negative direction suggests that leadership must be adaptive and employee-centered; failure to communicate, support, or delegate effectively may lead to decreased motivation and engagement (Northouse, 2018).

The Influence of Work Environment and Leadership Style on Employee Performance

The results of the simultaneous F-test reveal that both independent variables—Work Environment (X1) and Leadership Style (X2)—together have a positive and significant influence on Employee Performance (Y). The F-count value of 86.518 far exceeds the F-table value of 3.19, and the significance level of 0.000 confirms the strength of this relationship.

This reinforces the multifactor model of employee performance, which emphasizes the synergy between environmental and managerial factors (Kumar & Tripathi, 2021). Organizations that foster a good physical and psychological environment while simultaneously applying effective leadership styles are more likely to achieve superior performance outcomes (Malik & Pathan, 2023). The integration of these two elements is supported by empirical findings in the literature, which emphasize that motivation and productivity are strongly influenced by the interaction between work context and leadership dynamics (Elhoseny & Shankar, 2020).

V. CONCLUSION AND RECOMMENDATION

The results of this study underscore the importance of maintaining and developing the quality of human resources as a strategic element in ensuring organizational productivity. If human resource management is poorly executed, it can significantly hinder overall performance and the achievement of company goals. The analysis conducted on 50 employees of PT. MPIW in Jakarta demonstrates that the work environment has a positive and significant influence on employee performance. A conducive work environment characterized by effective interpersonal relationships, adequate facilities, clear workplace regulations, and attention to occupational safety fosters better performance outcomes among employees. In contrast, the leadership style variable shows a negative and significant effect on employee performance, suggesting that certain leadership behaviors may be misaligned with employee expectations or organizational needs, leading to decreased motivation or job satisfaction.

Furthermore, the findings indicate that the work environment and leadership style, when examined simultaneously, significantly influence employee performance. This supports the notion that both physical and psychological aspects of the workplace, as well as managerial approaches, must be managed strategically and holistically. It is therefore recommended that companies such as PT. MPIW invest in enhancing the physical and social components of the work environment while also re-evaluating existing leadership practices. Leaders should adopt more participative, emotionally intelligent, and communicative styles to foster trust, increase employee engagement, and drive overall performance. Additionally, an integrated human resource strategy that aligns leadership development with workplace improvement initiatives will be essential in sustaining long-term employee productivity. Future studies are encouraged to explore mediating variables such as organizational culture, job satisfaction, or intrinsic motivation to deepen the understanding of how leadership and work environment interact with performance outcomes.

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