

The Influence of Leadership, Organizational Commitment, and Work Environment on Employee Performance (Case Study on Employees of PT. Sugity Creatives Indonesia)

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INTRODUCTION

In this era of globalization, automotive business competition continues to increase both in the domestic and international markets. The economic growth of a country can be marked by the growth of the automotive industry in that country. The more the automotive industry develops, the better the country's economic growth will be.

Competition in the automotive world is getting tighter day by day, so that every business run by a company experiences many obstacles. To overcome this, companies must be able to form a good business strategy by improving the performance of each employee so that they can continue to survive and develop. Companies need potential human resource factors, both leaders and employees under them, in a pattern of tasks and supervision which determines the achievement of company goals.

According to Sutrisno (2014) performance is a person's success in carrying out a task, the work results that can be achieved by a person or group of people in an organization in accordance with their respective authority and responsibilities or about how a person is expected to function and behave in accordance with the tasks that have been assigned. to him as well as the quantity, quality and time used in carrying out tasks. The success or failure of an organization in achieving its goals depends on the success of the individual members of the organization themselves in carrying out their duties.

The phenomenon in this research is related to the performance of PT employees. Sugity Creatives Indonesia is less than optimal for the targets set by the company. Efforts to create good and effective employee performance in this company have not been optimal because there are many obstacles faced. These obstacles include not achieving production and logistics targets. Apart from that, in companies human resources also play an important role in increasing the achievement of company targets, for this reason companies need to process human resources as best as possible.

PT. Sugity Creatives Indonesia has a vision, namely to become the largest and highest quality plastic injection company for car manufacturer customers in the compact car market in Indonesia and as a global production base, especially for the Toyota Group, which is the same as the Japanese factory quality standards which drives them to produce the best quality value cars and provide related services that are important for increasing stakeholder value and are environmentally friendly and develop and inspire their employees to achieve world-class performance.

Based on the description above, it can be explained that employee performance is the result of work, both quality and quantity, achieved from superior and qualified human resources in carrying out their duties in accordance with their respective responsibilities in a job to achieve company goals.

Table 1.
Production and Logistics Achievement Data
PT Sugity Creatives Indonesia from 2017 to 2021

Year	Production			Logistics		
	Targets (sets)	Achievements (sets)	Percentage	Targets (sets)	Achievements (sets)	Percentage
2017	17,730	17,510	98.7 %	17,630	17,400	98.6 %
2018	19,570	19,740	100.8 %	19,460	19,610	100.7 %
2019	16,220	15,360	94.6 %	16,140	15,060	93.3 %
2020	13,800	11,615	84.2 %	13,470	11,250	83.5 %
2021	11,540	9,350	81 %	11,130	9,040	81.2 %

Source: PT Sugity Creatives Indonesia Production Data 2017-2021

Judging from table 1, based on actual production and logistics as well as achievement of targets each year, the results are not yet optimal. In 2018, when production orders from customers soared high, targets and achievements were achieved, but then after the following year, achievements began to decline even though production orders from customers were relatively stable. Similar to targets in the logistics sector, deliveries in the logistics sector have not yet met the targets set by the company. From the description of the phenomenon above which causes a decline in employee performance, there are three factors that influence employee performance, namely first is Leadership, second is Organizational Commitment, and third is the Work Environment. Based on the results of several studies that have been carried out previously,

Research on the influence of leadership, organizational commitment and the work environment on employee performance has been carried out before, but there are still inconsistencies in the results of one study with another. According to the results of research conducted by Prayitno Agus (2013), it was found that leadership has a positive and significant

effect on employee performance. Meanwhile, according to the results of research conducted by Puspitasaria DA, Indriatib IH, & Basric AI (2021) shows that leadership has a negative and significant effect on employee performance.

Apart from that, Sari WP (2015) shows that organizational commitment has a positive and significant effect on employee performance. Meanwhile, according to the results of research conducted by Hendri Made & Kirana KC (2021), organizational commitment has a negative and insignificant effect on employee performance.

The results of research conducted by Prayudi Ahmad (2017) show that the work environment has a positive and significant influence on employee performance. A comfortable work environment causes employee concentration levels in work to increase, and these conditions cause employee work productivity levels to increase. Meanwhile, according to the results of research conducted by Manikottama RI, Baga LM, and Hubeis AV (2019), the work environment has a negative and significant relationship with employee performance. Based on the explanation of the research background above and the results of previous research, it is important and relevant to conduct research entitled "The Influence of Leadership, Organizational Commitment and Work Environment on Employee Performance at PT. Sugity Creatives Indonesia". The main issues that will be discussed in this research: 1.) To determine and analyze the influence of leadership on employee performance at PT. Sugity Creatives Indonesia. 2.) To determine and analyze the influence of Organizational Commitment on Employee Performance at PT. Sugity Creatives Indonesia. 3.) To determine and analyze the influence of the work environment on employee performance at PT. Sugity Creatives Indonesia.

LITERATURE REVIEW AND DEVELOPMENT HYPOTHESIS

According to Marwansyah (2016) "Human resource management can be defined as the utilization of human resources within an organization, which is carried out through the functions of human resource planning, career planning and development, providing compensation and welfare, and industrial relations." The success of organizational management is largely determined by human resource utilization activities. Managing human resource management is not as easy as managing other management, because human resource factors focus their attention on humans themselves who have reason, feelings and goals. The success or failure of a company in achieving its goals largely depends on its people. According to Siswanto (2015) performance is the achievement achieved by a person in carrying out the tasks and work given to him. Performance is organizational behavior that is directly related to the production of goods or delivery of services. Performance is a comparison of the work results achieved by employees with predetermined standards, both quantity and quality in an organization in accordance with the responsibilities given to them.

Martoyo (2017) Leadership is a whole activity in order to influence people to want to work together to achieve a goal that is mutually desired. Leadership is very necessary to collaborate a work group to achieve organizational goals. A leader is expected to act as a figure who moves his subordinates and is rational, full of initiative and deep intelligence decision making, capacity in solving existing problems can ultimately improve performance.

According to Busro, (2018) Organizational commitment is a form that arises from the willingness, sincerity and awareness of individuals who are always within the organization which is manifested by the amount of effort, motivation and trust in realizing the vision, mission and shared goals. Organizational commitment is a situation where an individual has trust, attachment, and a feeling of belonging to the company so that the individual will prioritize the interests of the organization over the individual. Organizational Commitment is also a bond of

connection between an individual and an organization so that the individual feels like he or she belongs to the organization where he or she works.

Nitisemito (2016) stated that the work environment is everything around workers that can influence them in carrying out their assigned tasks. To increase productivity, the work environment greatly influences performance because a good work environment will create ease in carrying out tasks.

The Influence of Leadership on Employee Performance

According to Siagian (2016), good leadership is a leader who can provide influence, information, decision making, and provide motivation aimed at improving the organization and employees. Leadership is one of the factors in improving employee performance, because basically leaders are the backbone of organizational development to encourage and influence good work morale for employees.

The above statement is strengthened by research conducted by Noor Ubaidillah Agus Prayitno (2013) showing the results that leadership has a positive and significant effect on employee performance.

H 1: Leadership influences employee performance

The Effect of Organizational Commitment on Employee Performance

According to Triatna (2016) Organizational commitment is a level of loyalty of employee members or employees to an organization or company who want to be a permanent part of the organization, provide the best and always maintain a good name within the organization. To produce good performance, it is necessary to pay attention to employees' organizational commitment which reflects their attachment to the company, can fulfill organizational goals and maintain loyalty to the company. Employees who have high organizational commitment will improve their performance. In order to create a professional work climate, good commitment is needed between the organization and its employees.

The above statement is strengthened by research conducted by Widi Purnama Sari (2015) showing the results that organizational commitment has a positive and significant effect on employee performance.

H 2: Organizational Commitment influences employee performance

The Influence of the Work Environment on Employee Performance

According to Nitisemito (2016) the work environment is everything that is around the worker and that can influence him in carrying out the assigned tasks. A good work environment will encourage employees to be enthusiastic and comfortable working and can increase their sense of responsibility to do their work better, leading to increased employee performance. A comfortable work environment causes employee concentration levels in work to increase, and these conditions cause employee work productivity levels to increase.

The above statement is strengthened by research conducted by Ahmad Prayudi (2017) showing the results that the work environment has a positive and significant influence on employee performance.

H 3: The work environment influences employee performance

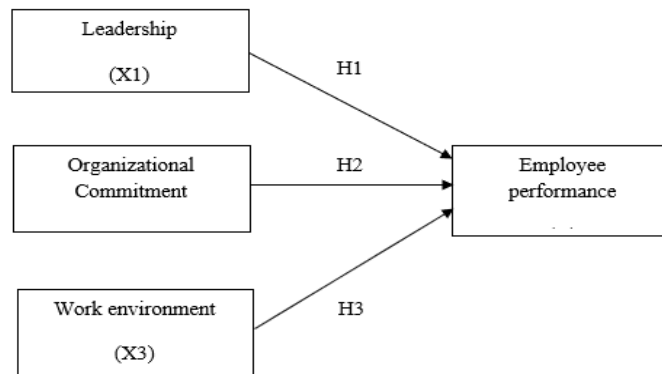
RESEARCH METHOD

Research Design

The research design used in this research is a causality design. According to Sugiyono (2019) causality is the formulation of a research problem that asks about the relationship between two or more variables that are causal in nature where the independent variable

influences the dependent variable. This research aims to analyze the variables Leadership (X1), Organizational Commitment (X2), and Work Environment (X3) to determine the influence on Employee Performance (Y) of PT. Sugity Creatives Indonesia.

Figure 1. Conceptual Model



Population and Sample

Population

According to Sugiyono (2016) "Population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. The population in this study were all employees of PT. Sugity Creatives Indonesia, namely 175 employees.

Sample

The sample used in this research was 64 people from the existing population. The sampling technique used in this research was purposive sampling. Data collection technique. Data collection techniques are techniques or methods used to collect data. The data collection technique in this research is by using a questionnaire. The type of questionnaire used is a closed questionnaire, which is a questionnaire that is viewed by the researcher and the answer choices are available. In this research, the data collection technique used was a questionnaire

In this research, researchers process the data that has been collected which will then be used processed either manually or on a computer using the Microsoft Excel program and/or the SPSS version 26.0 program. According to Sugiyono (2016) Data analysis is a process for grouping data into existing provisions to obtain results in accordance with the data that has been obtained.

RESULTS AND DISCUSSION

Respondent Characteristics

Table 2. Respondents Based on Length of Work

Category	Respondent	Percentage
1-5 Years	43	49%
6-10 Years	12	36%
11-15 Years	6	10%
> 16 Years	3	5%
Total	64	100%

Source: Primary data processed (2023)

Based on the results of data processing in table 2, it was found that of the 64 respondents, the length of work was 1-5 years, as many as 43 respondents out of 64, which means 49%. Respondents with a length of work of 6–10 years were 12 respondents out of 64 respondents, which means 36%. Respondents with a length of work of 11–15 years were 6 respondents out of 64 respondents, which means 10%. Respondents with a length of service > 16 (sixteen) years were 3 respondents, which means 5%.

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		64
Normal Parameters, b	Mean	0.0000000
	Std. Deviation	0.30886916
Most Extreme Differences	Absolute	0.093
	Positive	0.093
	Negative	-0.083
Statistical Tests		0.093
Asymp. Sig. (2-tailed)		0.200c,d
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Primary data processed using SPSS (2023)

Based on table 3. above, the value at a significance level is 0.200 which means it is greater than 0.05, this shows that the data distribution of the variables in this study is normally distributed

Table 4. Multicollinearity Test Results

Coefficients ^a			
		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	Leadership	0.261	3,828
	Organizational_Commitment	0.275	3,637
	Work environment	0.530	1,885

a. Dependent Variable: Employee_Performance

Source: Primary data processed using SPSS2 (2023)

Based on table 4 above, it can be seen that the tolerance value between independent variables is more than 0.1 and the VIF is less than 10, so it can be said that in the regression model there is no multicollinearity model.

Heteroscedasticity Test Results
Table 5. Spearman Rank Test Results

Correlations						
			Leadership	Organizational_Commitment	Work environment	Unstandardized Residuals
Spearman's rho	Leadership	Correlation Coefficient	1,000	,753**	0.585**	-,056
		Sig. (2-tailed)	.	,000	0,000	,662
		N	64	64	64	64
	Organizational_Commitment	Correlation Coefficient	,753**	1,000	0.563**	-0.036
		Sig. (2-tailed)	0,000	.	0,000	-0.776
		N	64	64	64	64
	Work environment	Correlation Coefficient	,585**	,563**	1,000	-,047
		Sig. (2-tailed)	0,000	0,000	.	0.711
		N	64	64	64	64
	Unstandardized Residuals	Correlation Coefficient	-0.056	-0.036	-0.047	1,000
		Sig. (2-tailed)	0.662	0.776	0.711	.
		N	64	64	64	64

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data processed using SPSS (2023)

From the results of the heteroscedasticity test using the Spearman rank statistical test, it can be seen from the unstandardized residual value which is greater than 0.05 that this regression model is declared free from heteroscedasticity.

Table 6. Multiple Linear Regression Analysis Test Results

coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.139	0.417		-,335	0.739
	Leadership	0.489	0.177	0.415	2,771	0.007
	Organizational_Commitment	0.264	0.163	0.237	1,622	0.110
	Work environment	0.312	0.142	0.231	2,197	0.032

a. Dependent Variable: Employee_Performance

Source: Primary data processed using SPSS (2023)

$$Y = -0.139 + 0.489X_1 + 0.264X_2 + 0.312X_3$$

The regression equation above has the meaning, namely:

The constant value (a) of -0.139 indicates that if the independent variable has a value of 0 (fixed or no change), then the employee performance variable will decrease by 13.9 percent.

The regression coefficient or leadership value (X1) is 0.489. The coefficient is 0.489, which means it shows the direction of a positive relationship between leadership and employee performance. The positive sign indicates the influence of leadership in the same direction on employee performance, indicating that every additional leadership variable of 1 unit provided that the organizational commitment and work environment variables are considered constant, will increase the employee performance value by 0.489.

The regression coefficient or value of the organizational commitment variable (X2) is 0.264. The coefficient is 0.264, which means that organizational commitment has a positive relationship with employee performance. A positive sign indicates the influence of organizational commitment in the same direction on employee performance, namely for every increase in organizational commitment by 1 unit provided that the leadership and work environment variables are considered constant, it will increase the value of the employee performance variable by 0.264.

The regression coefficient or value of the work environment variable (X3) is 0.312. The coefficient is 0.312, which means it shows the direction of a positive relationship between the work environment and employee performance. The positive sign indicates that every addition to the work environment variable of 1 unit, provided that the leadership and organizational commitment variables are considered constant, will be followed by an increase in employee performance of 0.312.

Hypothesis Test Results

Table 7. t test results

coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.139	0.417		-,335	0.739
	Leadership	0.489	0.177	0.415	2,771	0.007
	Organizational Commitment	0.264	0.163	0.237	1,622	0.110
	Work environment	0.312	0.142	0.231	2,197	0.032

a. Dependent Variable: Employee_Performance

Source: Primary data processed using SPSS (2023)

Leadership (X1) on Employee Performance (Y)

From table 7. the calculated t value for the leadership variable (X1) is 2.771. The t table value can be seen in the statistical table in the significance test $0.05/2=0.025$ (2-sided test) with the degrees of freedom (df) formula, namely $df = nk$ or $64-3 = 61$ (k is the number of variables independent and n is the number of samples) obtained a t table value of 1.99962. If $t \text{ count} < t \text{ table}$ and $\text{Sig.} > \alpha$ then H_0 is accepted and H_a is rejected and if $t \text{ count} > t \text{ table}$ and $\text{Sig.} < \alpha$ then H_0 is rejected and H_a is accepted. Because $t \text{ count} > t \text{ table}$ or $2.771 > 1.99962$ with an error level of 5% ($\alpha=0.05$) and has a significance level (P-value) of 0.007 which is smaller than the desired significance level $\alpha=0.05$. Therefore $H_a: \beta_1 \neq 0$ or H_0 is rejected and H_a is accepted. It means,

Organizational Commitment (X2) to Employee Performance (Y)

From table 7. the calculated t value for the organizational commitment variable (X2) is 1.622. The t table value can be seen in the statistical table in the significance test $0.05/2=0.025$ (2-sided test) with the degrees of freedom (df) formula, namely $df= nk$ or $64-3 = 61$ (k is the number of variables independent and n is the number of samples) obtained a t table value of 1.99962. If $t \text{ count} < t \text{ table}$ and $\text{Sig.} > \alpha$ then H_0 is accepted and H_a is rejected and if $t \text{ count} > t \text{ table}$ and $\text{Sig.} < \alpha$ then H_0 is rejected and H_a is accepted. Because $t \text{ count} < t \text{ table}$ or $1.622 < 1.99962$ with an error level of 5% ($\alpha=0.05$) and has a significance level (P-value) of 0.110 which is greater than the desired significance level $\alpha=0.05$. Therefore $H_a: \beta_1 = 0$ or H_0 is accepted and H_a is rejected. It means,

Work Environment (X3) on Employee Performance (Y)

From table 7. the calculated t value for the work environment variable (X3) is 2.197. The t table value can be seen in the statistical table in the significance test $0.05/2=0.025$ (2-sided test) with the degrees of freedom (df) formula, namely $df= nk$ or $64-3 = 61$ (k is the number of variables independent and n is the number of samples) the t table value is 1.99962, if $t \text{ count} < t \text{ table}$ and $\text{Sig.} > \alpha$ then H_0 is accepted and H_a is rejected and if $t \text{ count} > t \text{ table}$ and $\text{Sig.} < \alpha$ then H_0 is rejected and H_a is accepted. Because $t \text{ count} > t \text{ table}$ or $2.197 > 1.99962$ with an error level of 5% ($\alpha=0.05$) and has a significance level (P-value) of 0.032 which is smaller than the desired significance level $\alpha=0.05$. Therefore $H_a: \beta_1 \neq 0$ or H_0 is rejected and H_a is accepted. It means,

Discussion

The Influence of Leadership on Employee Performance

Based on the results of research conducted on 64 respondents or employees of PT Sugity Creatives Indonesia, it shows that leadership has a significant effect on employee performance with a significance value of 0.007 which is smaller than 0.05, so the hypothesis shows that leadership has a significant effect on employee performance. So hypothesis 1 in this research which states that "It is suspected that leadership has a significant influence on employee performance" is proven to be true. From the results of the research conducted, it was found that the presence of a good leadership figure at PT Sugity Creatives Indonesia can improve the performance of its employees. A good leader figure for employees, who is able to coordinate employees, is able to set a positive example, is able to commit to the employee organization,

The results of this research are in accordance with those conducted by Arti and Pujiani (2020) and Athar (2020) who stated that leadership has a positive and significant influence on employee performance. From this discovery day, it can be concluded that the leadership at PT Sugity Creatives Indonesia is able to make employees feel comfortable and improve employee performance.

The Effect of Organizational Commitment on Employee Performance

Based on the results of research conducted on 64 respondents or employees of PT Sugity Creatives Indonesia, it shows that organizational commitment does not have a significant influence on employee performance with a significance value of 0.110 which is greater than

0.05. So hypothesis 2 in this research which states that "It is suspected that organizational commitment has no significant effect on employee performance" is not proven.

From the results of the research conducted, it was found that organizational commitment includes making work plans, the ability to carry out tasks, being happy to do the work assigned, having very valuable values and accepting the tasks assigned. Employees of PT Sugity Creatives Indonesia basically have a commitment to carrying out the tasks that are their responsibilities, but their performance has not increased, this is because they still use old methods in carrying out their work, there is no creativity in carrying out their duties, whereas in today's era, everyone must use technology and high creativity in solving work problems.

The results of this research do not match those carried out by Arti and Pujiani (2020) and Burhannudin (2019) who in their research stated that organizational commitment has a significant influence on employee performance. However, these results are in accordance with research conducted by Sutopo (2018) who in his research stated that organizational commitment has a positive and insignificant effect on employee performance. From the day of discovery above, it can be concluded that the organizational commitment at PT Sugity Creatives Indonesia has not been able to improve employee performance.

The Influence of the Work Environment on Employee Performance

Based on the results of research conducted on 64 respondents or employees of PT Sugity Creatives Indonesia, it shows that the work environment has a significant effect on employee performance with a significance value of 0.032 which is smaller than 0.05, so the hypothesis shows that the work environment has a significant effect on employee performance. So hypothesis 3 in this research which states that "It is suspected that the work environment has a significant influence on employee performance" is proven to be true.

From the results of the research conducted, it was found that the work environment of PT Sugity Creatives Indonesia was generally categorized as good, as seen from the lighting in the workplace which was sufficient to support accuracy and smooth work. Cleanliness and tidiness of the workplace as well as sufficient air circulation. This can be seen from employees feeling comfortable in completing their work. The workplace building is still suitable for use and really supports employees to work better. However, there are several indicators that are still not good, such as workplace noise. Workplace noise is caused by sounds around the workplace, where these sounds can disturb employees' work concentration and will result in less attention to detail at work.

The results of this research are in accordance with those conducted by Ahmad Prayudi (2017) who in his research stated that the work environment has a positive and significant influence on employee performance. The work environment in a company is very important because it can affect employee morale and will have an impact on the products produced by employees. From the discovery above, it can be concluded that the work environment provided by PT Sugity Creatives Indonesia is able to improve employee performance so that employees feel comfortable and do not worry at work.

CONCLUSION

Based on the results of research and testing that has been carried out on leadership, organizational commitment and work environment on employee performance in case studies of PT employees. Sugity Creatives Indonesia can be concluded as follows:

1. Leadership has a positive and significant effect on employee performance at PT Sugity Creatives Indonesia. This means that if leadership makes direction and guidance improve or improve, employee performance will also increase for the company. This is because the

- leadership variable is dominated by the Idealized Influence dimension with indicators of trust in the leader. Meanwhile, employee performance is dominated by work behavior dimensions with cooperation indicators.
2. Organizational commitment has a positive effect and does not have a significant effect on the performance of PT Sugity Creatives Indonesia employees. This means that organizational commitment cannot improve employee performance. This is because the organizational commitment variable is dominated by the continuous commitment dimension with indicators of the severity of leaving the organization. Meanwhile, employee performance is dominated by work behavior dimensions with cooperation indicators.
 3. The work environment has a positive and significant effect on employee performance at PT Sugity Creatives Indonesia. This means that if the work environment between employees and superiors increases, employee performance will also increase for the company. This is because the work environment variable is dominated by non-physical work environment dimensions with indicators of employee relationships with superiors. Meanwhile, employee performance is dominated by work behavior dimensions with cooperation indicators.

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