

The Influence Of Leadership And Work Environment On Staff Performance At PT Permodalan Nasional Madani (Pnm) Siantar Branch

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Abstract

One of the reasons why employees are more productive in a company is their work environment and their leadership. Therefore, this study will investigate whether the work environment and leadership style affect the performance of employees of PT Permodalan Nasional Madani (PNM) Siantar Branch. The study was conducted using a quantitative method with 81 respondents. The results showed that work environment and leadership factors have a positive and significant impact on the performance of employees of PT Permodalan Nasional Madani (PNM) Siantar Branch. To advance in the company, leadership and work environment are the most important things.

Keywords: Leadership, Work Environment, Staff Performance, PT Permodalan Nasional Madani

INTRODUCTION

Several things can cause a company's performance to decline, one of which is poor employee performance. Therefore, a method is needed to determine the cause. Leadership factors, for example, are important factors in running an organization as a director and determining how the organization runs. Effective leadership must oversee the efforts of all employees to achieve organizational goals. Leadership is essential to achieving organizational and individual goals. A situation like this will cause an employee to be less controlled in carrying out their duties, or only achieving their personal goals. As a result, the entire organization will fail to achieve its goals.

Employee performance is one of the factors that determines employee performance; the success of the company depends on their work environment. Therefore, every company must have an appropriate work environment to ensure that employees continue to work and improve their performance. Studies show that work environment factors significantly affect employee performance (Widiasworo, 2014; Jayaweera, 2015; Malik, 2011). A supportive work environment allows employees to be involved in their performance. Research by Raziq and Maulabakhsh (2015) shows that a supportive work environment increases employee production and performance, which in turn will increase organizational effectiveness and can reduce costs incurred by the company. PT. Permodalan Nasional Madani (PNM) Siantar Branch will be the subject of the study. PT PNM (Persero) is a state-owned financial institution established by the government to develop, advance, and maintain micro, small, and medium enterprises (MSMEs). PT PNM (Persero) has the ability to operate based on Sharia principles in carrying out its operations. One of the company's strategic objectives in realizing the government's commitment is to improve the company's position and role as a provider of financing and management services supported by various products and services, both conventional and sharia financial services for the MSMEK sector.

This can be seen from several initial problems, such as lack of lighting in some places. Poor work quality and efficiency will be caused by lack of lighting (Sukoco and Muhyi (2006). In addition, lack of lighting causes the eyes to tire more quickly, which causes mental fatigue and

eye damage. Second, because there are not many room temperature regulators, the air temperature is not uniform in each area. Air temperature or temperature must be considered because it can affect the body temperature of workers (Badayai, 2012; Badayai, 2012). Third, some areas have an unpleasant odor. Polluted air can endanger the personal health of employees. Fourth, most of the ventilation is closed. Fifth, there is no soundproofing. Sulistiyadi stated that these vibrations can interfere with work concentration, accelerate fatigue, and cause disorders of the muscles, eyes, ears, and other body parts (Lestary & Chaniago, 2017). If not done properly, the level of employee work performance will decrease. According to other studies, the performance of educational institutions affects the quality of their education (Nurhakim & Dewi, 2021; Sopandi, 2019). Based on the description above, the author wants to conduct research on the influence of the work environment and leadership on the performance of employees of PT Permodalan Nasional Madani (PNM) Siantar Branch.

LITERATURE REVIEW

Management

Hendry Fayol argues that companies must perform six functions if they want to be successful. These functions include implementing management, which means making forecasts and preparing organizational plans, carrying out commands, coordinating and supervising, implementing forecasts, and providing tools to study the future. Furthermore, preparing an action plan, which means forming a single structure in the form of materials and management. Nasir (2019) said that management is a discipline and art to achieve goals through the actions of others.

Management is considered an art because in achieving organizational goals, a leader relies heavily on their ability to influence their subordinates to achieve them. Management is the process of planning, organizing, leading, and controlling in the efforts of organizational members and the use of all available resources to achieve organizational goals. Management is a process that distinguishes between: planning, organizing, driving, implementing and supervising, by utilizing both science and art, in order to complete previously set goals (Syahputra & Aslami, 2023).

Human Resource Management

Human Resource Management is the process of planning, organizing, coordinating, implementing, and supervising the procurement, development, and separation of labor to achieve organizational goals (Mangkunegara & Octorend, 2015). Human resources can be defined as the process of acquiring, training, assessing, and compensating employees by considering their employment relationships, health, safety, and fairness issues (Dessler, 2011). With the aim of increasing the productive contribution of the organization's human resources to the founder, human resource management is defined as a strategy for implementing management functions such as planning, organizing, leading, and controlling in every activity or operational operation of human resources, starting from recruitment, selection, training, and placement development (Agustin et al., 2018). The science that studies how to empower employees in organizations, create jobs, work groups, develop employees who have abilities, and find ways to improve employee performance and compensate employees for their efforts and work (Bohlarander and Snell, 2010).

The recognition that the human element is very important and dominant in every organization is what is called human resource management. Therefore, HRM is a process of planning, organizing, directing, and supervising that involves the development, integration, maintenance, and release of human resources to achieve various goals of individuals, society,

government customers, and related organizations (Sihotang, 2007). From the definition above, it can be concluded that human resource management is part of organizational management that focuses on human resource elements. The task of human resource management is to manage human resources effectively to ensure that employees are given jobs that are appropriate to their positions so that they can work effectively to achieve the goals of the company or organization.

Leadership

According to Hanan (2020), leadership is all actions or actions that force others to achieve common goals. The way to encourage employees to work together and be productive to achieve organizational goals is through leadership. According to Siagian in Azis (2006:83), leadership is management, namely moving organizational resources and instruments. The success or failure of an organization in achieving its goals depends on how leaders act. Leadership is defined as the ability to take the initiative in social situations to create new forms and procedures, design and organize actions, and encourage cooperation to achieve goals. (Tanjung, 2022). While Nurhalim et al. (2023) found in their literature the definition of leadership that influences the determination of organizational goals and motivation, followers to achieve goals, influence to improve groups and cultures.

Leadership according to Pradana (2018), includes efforts to lead, encourage, and help others to achieve goals in a certain way, as long as the goals and methods are determined or agreed upon by those people. According to Hutahean & SE (2021), leadership is a person's ability to lead and influence others in the workplace with the aim of achieving predetermined goals. According to Napitupulu et al. (2020), the term "leadership" comes from the word "pimpin", which has the prefix "pe" and the suffix "an," which indicates the attributes possessed by the individual holding the position. Directing, fostering or organizing, demanding, and showing or influencing are all meanings of the word leadership. Function refers to the function or task performed by something, or the function of a part of the body. While the function of leadership is directly related to the social situation in the life of each group/organization. The function of leadership is a social phenomenon, because it must be realized in interactions between individuals in the social situation of a group/organization.

Work Environment

According to Agussalim et al. (2023), the work environment is "everything that is around workers and affects them in carrying out the tasks assigned." In other words, a good work environment will allow workers to do their jobs well. Warsito (2008) stated that the work environment is "an environment in which employees carry out their daily tasks and work." In addition, employees have psychological desires that must be met so that they can do their job well. The opinion above shows that two factors that affect employee performance are the physical work environment and the psychological work environment. The physical work environment relates to conditions that affect the physical health of employees, while the psychological work environment relates to the mental health of employees.

The work environment consists of various groups and facilities that help achieve business goals in accordance with the vision and mission of the organization (Sedarmayanti, 2013). As stated by Mangkunegara and Octorend (2015), the work environment includes all elements related to work regulations, psychological and physical in the workplace, as well as all other elements that can affect job satisfaction and productivity achievement. Marpaung & Mekaniwati (2020) describe the work environment as a place where workers work, which can impact their performance, their safety, and their quality of life at work. Non-physical work environment factors include interactions in the workplace between superiors and subordinates and between

fellow employees, as well as lighting, temperature/air temperature, humidity, air circulation, and noise, according to research and several experts ((Furqon, 2007; Samson, 2015; Agastia, 2014). So, the focus of work environment research is how employees feel safe, comfortable, calm, and satisfied when completing their tasks in their workplace. Conversely, inadequate working conditions can lead to decreased output. An employee will not be comfortable working in an unsupportive workplace, which is an important factor in organizational commitment happy to work in a company or organization with a good work environment. This is similar to melodious music, even though the sound is small, but it has a big impact on how effectively and efficiently the work is done.

Based on the explanation above, it can be concluded that the work environment has a significant influence on the level of employee commitment to the organization. The following are some expert comments on the work environment. The work environment, according to Mangkunegara (2017), includes all the tools, materials, and environment where a person works, their work style, and work arrangements, both individually and in groups. This is in line with Wursanto's definition (2009), which states that the work environment is everything related to physical and psychological aspects that directly or indirectly affect workers. Furthermore, a good or appropriate work environment is defined as an environment where people can do their work optimally, healthily, safely, and comfortably. Based on the definitions of the experts above, it can be said that the work environment is everything around the worker, both physically and non-physically, which affects the tasks given. A good work environment will encourage and increase worker enthusiasm, so that they can achieve job satisfaction. Management must consider the employee's work environment when establishing a company. Environmental indicators have a strong correlation with variables that affect the workplace. According to Sedarmayanti (2014), work environment indicators include lighting, air temperature, noise, use of color, required space, job security, and employee relations. The indicators above show the physical and non-physical environment, where by looking at these indicators we can examine the state of the work environment of an organization.

The employee's work environment can affect their performance technically and socially. The work environment is the things that are around workers and can affect how they do the work given to them. According to Sedarmayanti (2014), the work environment consists of all the tools, materials, and equipment in the environment where a person works, their work methods, and their recognition and work both individually and in groups.

Staff Performance

Performance is the result that can be achieved by an individual or group of individuals in an organization. In an effort to achieve the goals of the organization concerned legally, each individual fulfills his/her authority and responsibility in accordance with the law and in accordance with morals and ethics. Performance, according to Simanjuntak (2005), is defined as the level of achievement of a result or the implementation of a particular task. Business performance is determined by the level of achievement of results in order to realize business goals. Activities carried out to improve the performance of an organization or company, including the performance of individuals and work groups, are called performance management. However, according to Hariandja (2008), performance is the result of a worker's work or real behavior shown by a worker according to their role in the organization.

Employee performance is defined as the result of carrying out tasks given to employees according to the criteria set, based on several definitions of the data above. Human resources are the most important component in achieving good performance. Good planning will be in vain if

workers are not qualified and not enthusiastic. When viewed in terms of quality and quantity felt by the company, the work results achieved by an employee must be able to make a significant contribution to the company. These work results must also be very beneficial for the interests of the company both now and in the future.

Performance Indicators

Employee performance is basically what they do or do not do. Employee performance affects how much they contribute to the organization and the contributions they can make to the organization. Performance indicators are work quality, output quantity, dependability, and cooperative attitude, according to Mangkunegara (2002). From the description above, the author concludes that employees are expected to improve their work quality, become more dependable, show attitudes towards their company, and cooperate with each other. In this case, leaders can also motivate their employees to improve performance.

RESEARCH METHOD

To find out how the work environment and leadership affect employee performance, this study uses economics and HR management science. This study uses explicit research to find and limit research to be relevant and can be studied (Zikmund et al., 2000). The variables used are leadership, work environment, and staff performance. To process all variable data, SmartPLS software uses the partial least square approach to analyze the structural equation model. PT Permodalan Nasional Madani (PNM) Siantar Branch is where this investigation was conducted. This study involved employees of BUMN PT Permodalan Nasional Madani (PNM) Siantar Branch. By using the maximum likelihood estimation method of 81 respondents, this study refers to the first rule. The researcher used the purposive sampling method because the respondents needed for this study must meet specific criteria. Secondary data and primary data are the types and sources of data used in this study.

Operational Definition

So that this operational definition will provide limitations to researchers, this definition must explain the method of measuring the variables. In this study, the variables studied are the influence of work environment and leadership on employee performance at PT Permodalan Nasional Madani (PNM) Siantar Branch. Each variable is scored based on a Likert scale, with SS (Strongly Agree), S (Agree), N (Neutral), TS (Disagree), and STS (Strongly Disagree) scores each receiving a score of 1.

Table 1. Operational Definition of Variables

No	Variables	Operational Definition	Dimensions	Size	Questionnaire Code
1	Leadership (X1)	The drive that drives PNM staff to do something in order to achieve a certain goal.	The boss always gives more motivation to the staff	Interval	X1 1
			My boss and I always discuss in determining the strategy in the company		X1 2
			My boss always gives me tasks that can be carried out		X1 3

			according to my abilities.		
			The superior always provides input and what needs to be evaluated for the good of the company. The superior always reminds the staff to always work as a team in the company.		X1 4
			The superior always provides input and what needs to be evaluated for the good of the company. The superior always reminds the staff to always work as a team in the company.		X1 5
2	Work environment(X2)	All activities and facilities are provided to support staff to be more enthusiastic about working and take the work they have done seriously.	I feel that the facilities provided by the company are in accordance with my needs.	Interval	X2 1
			The company is always ready to hear employee complaints		X2 2
			Supervisors always provide positive guidance to each employee		X2 3
			The boss always treats every staff in the company fairly		X2 4

				I feel very satisfied with the habit of greeting and supporting each other in the company environment		X2 5
Y3	Staff Performance (Y2)	The collection of feelings and beliefs that people have about their jobs or are one of the most important job attitudes in work, which have the potential to influence various behaviors in the organization and contribute to the level of employee well-being.		I am satisfied with the job I am currently doing.	Interval	Y2 1
				I hold fast to the values that were passed down by the previous leader.		Y2 2
				I feel that moral values, ethics, and commitment are an important part of working.		Y2 3
				I am ready to innovate very quickly when I start working.		Y2 4
				My superiors have always given direction to subordinates before carrying out their duties.		Y2 5
				I feel that my performance has improved every year		Y2 6

Data collection technique

Data collection is a systematic and standard procedure for obtaining the necessary data. To collect research data, the author uses methods including Observation and Questionnaires.

Validity and Reliability Test

To test the validity of the indicator model or formative dimension, the cross-loading value whose provisions are construct values greater than 0.50 is evaluated. The VIF value can also be used for analysis. VIF values outside the model with a score of <5 indicate that the construct is valid or worthy of consideration for further analysis. Composite reliability and Cronbach's alpha are two criteria that can be used to test the reliability of the indicator model or reflective dimension. The construct is declared reliable if the combined value and Cronbach's alpha are each above 0.70. Descriptive analysis is also used in research to convert the initial data set into a more concise and easy-to-understand format (Istijanto, 2005). The purpose of

descriptive analysis is to mathematically describe conditions. Descriptive analysis used in this study is needed to find out about things related to the object of research.

RESULT AND DISCUSSION

The Influence of Leadership on Staff Performance

According to Suwarno & Bramantyo (2019), the success and improvement of staff performance are influenced by the leadership style of a leader. The leadership style of a leader manages the institution and motivates employees to improve their performance. Effective leadership depends on conscience, values, norms, ethics, freedom, trust, supervision, ready to accept criticism, firmness, and respect for innovation, creativity, and motivation. Leadership style improves performance, which includes better social competence, personality competence, and professional competence. This is in line with research by Sukmawati et al. (2020), which found that leadership style partially has a positive and significant effect on staff performance. In addition, according to Katiandagho et al. (2014), research findings show that leadership style has a significant impact on staff performance. In accordance with the previous ahi perspective, leadership has a significant impact on employee performance. Leaders as one of the determinants of the direction and goals of the organization should be able to control work behaviors and direct them to employee performance. In contrast to research by Tripambudi et al (2022) The results of this study show that leadership does not have a significant effect on performance but has a significant effect on motivation. Leadership does not have a significant effect on performance through motivation. In accordance with the ahi view above, leadership has the potential to influence staff performance, but there is also a possibility that it has no effect.

The Influence of the Work Environment on Staff Performance

Every employee in an organization always wants a comfortable, safe, and conducive work environment because it can increase work enthusiasm and encourage discipline in working. With a good work environment, work discipline can run well. Building discipline in the workplace will certainly increase productivity and enthusiasm. One of the things to consider when working is their work environment. A healthy, safe, and comfortable work environment allows employees to do their jobs well and achieve optimal results (Tyas & Sunuharyo, 2018). The working relationship formed between fellow employees, the physical environment where employees work, and the working relationship between subordinates and superiors are all examples of the work environment (Sunarsi et al., 2020). The work environment affects employee performance (Sunuharyo, 2018). Staff performance is a person's success in working, good performance is performance that is in accordance with the procedures or procedures according to applicable standards (Tyas & Sunuharyo, 2018). A good work environment is a supporting factor for employee performance because it creates a good working atmosphere that can encourage employee productivity. As stated by Siagian in (Ratnasari & Sutjahjo, 2021), a good work environment increases work passion, which contributes to increased productivity and work performance. In addition, the work environment can affect employee job satisfaction because the working conditions in the company affect employee job satisfaction. Therefore, the work environment affects employee performance gradually.

The Influence of Leadership on Career Development

According to Yaverbaum and Sherman (2008), "Leadership is the act of getting collaboration from people to achieve something." Getting others to work together to achieve a certain goal is known as leadership. According to Bush et al. (2000), "leadership" means influencing the actions of others to achieve the desired goal. Therefore, career development can be influenced by leadership. According to the career development theory of Eli Ginzberg et al.

(Ginzberg, 1972), children and adolescents go through three stages of career choice: fantasy, tentative, and realistic. Dewi and Zamzam's study (2019) shows that career development is greatly influenced by leadership. As a result, leadership is essential to support staff development and performance.

The Influence of the Work Environment on Career Development

The work environment is very important for employees because it affects the quality of their work and the career development of the company or organization that we will enter. Therefore, HR is one of the most important components in a company. According to Susan (2019), due to increasing competition in the modern world, businesses must have high-quality human resources to succeed. The work environment is a component outside the worker, both physical and non-physical, in an organization. Several experts describe the work environment as follows: the work environment is positively correlated with career development and the work environment affects the work results of the organization. As shown by the research of Sari et al. (2023) that both the work environment and work quality have a positive impact on career development. Therefore, it can be said that the work environment has an influence on career development.

CONCLUSION

The results show that work environment and leadership factors have a positive and significant effect on employee performance at PT Permodalan Nasional Madani (PNM) Siantar Branch. Companies can improve their quality only through leadership. In order for a company to progress, the work environment is also important. Therefore, it can be concluded that to make a company better, the work environment and leadership must be the most important components.

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