



## Determination of Employee Performance: Work Discipline, Work Environment and Leadership (Literature Review)

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**Abstract:** Employee performance has a very important role in the organization, because employee performance is the end result of the employee's performance process in completing their duties. The purpose is to determine and analyze the effect of Work Discipline on Employee Performance. To find out and analyze the influence of the Work Environment on Employee Performance. To find out and analyze the influence of Leadership on Employee Performance. This article reviews the Determination of Employee Performance: Work Discipline, Work Environment and Leadership. The results of this research library are that: 1). The Influence of Work Discipline on Employee Performance, 2). The Effect of Work Environment on Employee Performance, and 4). The Effect of Leadership on Employee Performance.

**Keywords:** Work Performance, Work Discipline, Work Environment, Leadership

### INTRODUCTION

#### Background of the problem.

In the era of globalization, increasingly competitive industrial competition has become a company to optimize all its resources in producing good quality products to maintain company competition. In this case, why do we need good employee performance because it is very important to improve and advance the company's business. It is important to understand employee performance in order to increase company productivity.

Employee performance appraisal is a very important issue for all employers. Because satisfactory performance does not happen automatically and requires a good management system, which consists of processes to identify, encourage, measure, evaluate, improve, and reward the performance of the employees employed. To see the success or performance of the organization's work is also determined by the success of employees in achieving good work performance from time to time. Therefore, it is also necessary to conduct an employee performance appraisal.

Job satisfaction is an individual's general attitude towards his job, a person with a high level of job satisfaction shows a positive attitude towards the job, a person who is dissatisfied with his job shows a negative attitude towards the job. The work environment, promotion and job satisfaction greatly affect job satisfaction. Because it will affect the employee's work when the employee is satisfied, the work he does will grow good things.

This article discusses the influence of work discipline, loyalty, work environment, leadership, communication, job satisfaction, promotion on work performance, a literature study of the factors that influence actuating.

### **Formulation of the problem**

Based on the background, it can be formulated the problems to be discussed in order to build hypotheses for further research, namely:

- 1) Does Work Discipline Affect Performance?
- 2) Does the Work Environment Affect Performance?
- 3) Does Leadership Affect Performance?

## **LITERATURE REVIEW**

### **Employee Performance**

Performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time. Performance needs to be used as an evaluation material for leaders or managers, according to Henry Simamora in (Dina, 2008) "Employee performance is the level at which employees achieve job requirements"

(Hasibuan, 200 C.E.) explains that "Performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time". (Mathis & Jackson, 2002) which states that; "Employee performance appraisal is a very important issue for all employers". (Robbins, 2006) performance is a measurement of the expected work results in the form of something optimal. Employee performance is a real behavior that is displayed by everyone as work performance produced by employees in accordance with their role in the company.

Employee performance According to Kasmir (2016), it is stated that performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period. Employee performance is often defined as the achievement of tasks, where employees at work must be in accordance with the organization's work program to show the level of organizational performance in achieving the vision, mission, and goals of the organization.

Sidianti (2015), states that employee performance is the desired outcome of the perpetrator. Factors that affect employee performance are the ability of employees to work. The success of an organization in achieving its goals depends on the ability and reliability of human resources that operate work units within the organization concerned. For this reason, high performance from the actors of these activities is required. Ratnasari (2019) Employee performance is the result of employee work in the form of quantity and quality per certain period of time.

Performance has been studied by many previous researchers including: (M Ridho Mahaputra & Saputra, 2021).

### **Work Discipline**

Employee performance From the results of hypothesis testing with the original t test formula, it can be obtained t count. The results showed that there was a direct influence on employee performance. According to (Hasibuan, 2003b) argues that discipline is a person's awareness and willingness to obey all organizational regulations and applicable social norms.

(Stephen, 2012) argues that basically there are many indicators that affect the level of discipline of employees in the organization, including: goals and abilities, leadership, remuneration, justice, waskat, legal sanctions, assertiveness, human relations.

Sutrisno (2016) states that discipline is a condition or attitude of respect that exists in employees towards the rules and regulations of a company. In addition, Hasibuan (2015) states that discipline is the key to the success of a company in achieving its goals.

Discipline variables have been studied by many previous researchers including: (M Rizky Mahaputra & Saputra, 2021b), (Saputra & Mahaputra, 2022b).

### **Work Environment**

(Hadjimanolis, 2000) explains that the intensity of competition and environmental competition is a market measure for innovation. (Mangkunegara, 2002) said the performance factors consist of internal and external factors. (Manullang, 1990) says that a good and pleasant work environment during working hours makes enthusiasm and enthusiasm for work and employee performance increase. The work environment is something of a work environment that makes or complicates work. Fun or difficult for them, including the factors of lighting, air temperature, ventilation, chairs and desks (Horbert N. Casson, 2006). This opinion suggests that the work environment is everything that includes the courtyard, office building and office layout or what is called the physical condition or environment and the physical condition of the workplace (Komaruddin, 2005).

From the definition above, it shows that for different work environments, the work environment has a big influence on each employee's work. There are two types of work environment, namely physical work environment and non-physical work environment.

According to Sarwoto (2007), the physical work environment is an environment or workplace conditions that can affect or improve work efficiency, including: 1) Layout the right workspace; 2) Proper indoor light; 3) Proper air temperature and humidity; and 4) Sounds that do not interfere with work concentration.

According to Moekijat (2005), the non-physical work environment is everything that is related and has strength and has an influence on the soul of employees, including: Work atmosphere in the company. The atmosphere in the company is a support in the smooth work of the company. With a good working atmosphere can raise employee morale. A good atmosphere in the company can be seen from the relationship between superiors and subordinates or vice versa. With a good relationship, it can lead to mutual understanding between leaders and employees and can foster employee motivation.

#### **Employee job security**

A sense of security will lead to calm, and that tranquility will encourage employee work motivation so that performance becomes good. The sense of security here includes both the personal and the outer self. The relationship with the personal self is related to safety during work and ensuring employees in obtaining jobs and positions within the company, as long as they carry out their duties with satisfactory work performance. While the sense of security from outside the personal is the guarantee of employee property from destruction and theft.

According to Arifin and Barnawi (2014) the work environment is everything that is around the workers and that can affect them in carrying out the tasks assigned, such as cleaning, lighting, and so on. In addition, Farida and Hartono (2016) the work environment includes a physical and non-physical environment that can give the impression of being pleasant, safe, peaceful, feeling at home, and so on. Sedarmayanti (2015) states that the physical work environment includes a work environment that is directly related to teachers such as work centers, chairs, tables and the intermediary environment, while the non-physical

work environment includes: environmental factors social status, social status factors, work relations factors, and information systems factors.

Work Environment has been studied by many previous researchers including: (Saputra & Mahaputra, 2022a).

## Leadership

There are various different understandings of leadership put forward by experts George R. Terry said that leadership (leadership) is a relationship between one person and another, a leader is able to influence others to be willing to work together on related tasks to achieve a common goal. desired. Koonz and O'Donell define leadership as the art of persuading subordinates to carry out tasks with confidence and enthusiasm. Robbin (2001) argues that leadership is related to the ability to influence the group to achieve goals. Fiedler said leadership is a pattern of relationships between individuals who use authority and influence over other people or groups of people to form cooperation to complete a task.

Meanwhile, Yulk (2004) defines leadership as a process of social influence and intentional influence by someone on others to structure activities and relationships within an organization. The difference in the definition lies in who uses influence, how to use influence and the goals to be achieved by influence and the results of the effort to use influence.

Leadership is a process of one's activities to move by leading, guiding, influencing others, to do something in order to achieve the expected results (Sutrisno, 2015b) Leadership is the ability to control or influence other people for different societies towards certain achievements (Tanjung, 2015). , 2004)) Leadership is about getting people from top to bottom in the organization to improve their performance (Wibowo, 2012) According to (Sopiah, 2008), there are two functions that must exist in the leader, namely as follows: 1. related to the selection and rational achievement of goals. The function of a leader's duties is to create activities, seek information, provide information, give opinions, explain, coordinate, summarize, test feasibility, evaluate and diagnose. 2. Maintenance Function Functions related to emotional satisfaction so that the group or organization is maintained. The maintenance function of a leader is to encourage morale, set standards, follow and express feelings, create harmony and reduce tension.

Leadership variables have been studied by many previous researchers including: (Saputra & Ali, 2021), (Saputra, 2021).

**Table 1: Previous Research**

No	Author (tahun)		Similarities to This Article	Difference With This Article
1	(ND Sabar, 2017)	Factor affecting	Discussing promotions and transfers	Discussion on each theory regarding promotion
2	Meita, S (2016)	Influencing factors	Analyze loyalty factors and	Discuss the drawbacks
3	Arifin et al (2016)		Discuss the implementation that is directed to realize the goals of the organization	The difference is based on examining actuating on work performance
4	Sutrisno, (2015)	Factors that affect employee performance as a leader	Discussing the ability to lead	Analyzing leadership theory
4	Richard, (2008)	Communication factors in the work system	an effort that aims to share to achieve	Indicator of communication in

			togetherness	each theory
6	Pekbis (2009)		Discussing work discipline on work performance system factors	Analyzing the work performance system of employees

## RESEARCH METHODS

The method of writing scientific articles is the qualitative method and literature review (Library Research). Assessing theory and the relationship or influence between variables from books and journals both offline in the library and online sourced from Mendeley, Scholar Google and other online media.

In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory, (Ali & Limakrisna, 2013).

## DISCUSSION

Based on theoretical studies and relevant previous research tables, the following discussion is discussed:

### 1. The Effect of Work Discipline on Employee Performance

In this research, an initial survey was carried out to see how the performance of employees in the field, of course, in various companies will not escape from various companies related to employee performance. Employees who already have good motivation in carrying out their work, so we can assume that most companies have not fully provided encouragement to motivate their employees. The level of creativity is an important thing needed by employees in the field of architectural consulting. (Richard Luecke, 2006) A good and comfortable work environment can lead to comfort in work so that it is possible for new and creative ideas at work to always grow in employees.

(Hasibuan, 2003) argues that discipline is a person's awareness and willingness to obey all organizational regulations and applicable social norms. The results of this study are in accordance with research conducted by Aritonang (2007) which states that discipline affects employee performance. There is a positive and significant influence between work discipline on employee performance, meaning that if work discipline increases, employee performance will increase. Awareness is the attitude of a person who voluntarily obeys all regulations and is aware of his duties and responsibilities. So, he will understand/do all his duties well, not under coercion.

Meanwhile, willingness is an attitude, behavior and actions of a person in accordance with company regulations, both written and unwritten. Discipline must be enforced in the organization. Without the support of good employee discipline, it is difficult for the organization to realize its goals. So discipline is the key to the success of an organization in achieving its goals. (Robbins, 2003) suggests that basically there are many indicators that affect the level of discipline of employees in the organization, including: goals and abilities, leadership, remuneration, justice, waskat, legal sanctions, assertiveness, human relations.

Work Discipline has an effect on Employee Performance, this is in line with research conducted by: (Saputra, 2022b), (Mardalena, Sarinah, & Endang Solichin, 2020).



## **2. The Effect of Work Environment on Employee Performance**

The results of the study illustrate that the work environment has not fully improved employee performance. (Mangkunegara, 2005) Internal factors are factors related to a person's characteristics, such as work ability and type of worker, while external factors are performance factors that are influenced by the environment. (Manullang, 1990) says that a good and pleasant work environment during working hours makes enthusiasm and enthusiasm for work and employee performance increase. According to (Nitisemito, 2000) the definition of the work environment is everything that is around workers, which can affect a worker in carrying out the tasks given. Basically, the notion of the environment relates to the elements that exist around the company that have a direct or indirect impact on the company.

The results of this study are in accordance with research conducted by Aritonang (2007) which states that the work environment has an effect on employee performance. There is a positive and significant influence between the work environment on employee performance, meaning that if the work environment increases, employee performance will increase. In the context of the work environment, it can be defined as elements that exist around employees, which have a direct and indirect impact on employee performance. The definition of the corporate environment according to (Swastha and Sukotjo, 2004) which states that the corporate environment can be interpreted as a whole of external factors that affect the organization and its activities. While the definition of the work environment broadly includes all external factors that affect individuals, companies, and society.

Work Environment has an effect on Employee Performance, this is in line with research conducted by: (Ali, Sastrodiharjo, & Saputra, 2022), (Saputra, 2022c), (Saputra & Mahaputra, 2022a).

## **3. The Effect of Leadership on Employee Performance**

Leadership is a way that is owned by a leader in influencing a group of people or subordinates to work together and make efforts with enthusiasm and confidence to achieve the goals that have been set. It can be said that leadership plays a very dominant role in the success of the organization in carrying out its various activities, especially in moving its employees (Siagian, 2015). Leadership itself has the following main functions (Rivai, 2009): a. Instructive Function b. Consultative Function c. Participation Function d. Delegation Function e. Control Function If a leader has good leadership where the five functions above are fulfilled then a leader can move his employees better. Leadership is a process of one's activities to move by leading, guiding, influencing others, to do something in order to achieve the expected results (Sutrisno, 2015). and Tanjung, 2004) Leadership is about getting people from top to bottom in the organization to improve their performance (Wibowo, 2012)

According to (Siagian, 2016) leadership is a person's abilities and skills when serving as a leader in an organization to influence the behavior of others, especially their subordinates to think and act in such a way that they can make a real contribution to the achievement of organizational goals. Then (William G. Scott in Sofyandi & Marwansyah, 2015) leadership is a process that affects activities organized in a group in an effort to achieve a predetermined goal. Meanwhile, according to (Kartono in Sofyandi & Marwansyah, 2015) leadership is a distinctive, specific character, needed in a certain situation. The results of this study are in accordance with research conducted by Aritonang (2007) which states that leadership has an effect on employee performance.

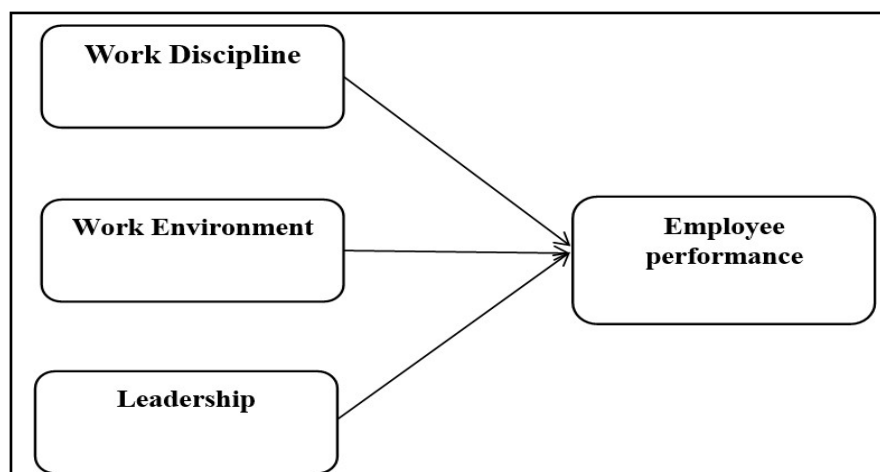
There is a positive and significant influence between leadership on employee performance, meaning that if leadership increases, employee performance will increase. Because in a group that carries out certain activities and has a purpose and various kinds of

special equipment. The leader of a group with characteristics whose characteristics are a function of the particular situation.

Leadership has an effect on Employee Performance, this is in line with research conducted by: (Saputra & Ali, 2022), (M Ridho Mahaputra & Saputra, 2022), (Bambang Karsono, Suraji, & Sastrodiharjo, 2022), (Sudiantini, 2020b).

### Conceptual Framework

Based on literature review and previous research tables, the researchers determined the conceptual framework table as follows:



**Figure 1. Conceptual Framework**

Based on theoretical studies and reviews of the results of relevant articles and pictures of the conceptual framework, then: work discipline, work environment, leadership, communication, affect work performance.

Apart from the variables of work discipline, work environment, leadership, communication, which affect performance, there are many other factors, including:

- a) Creativity: (Sutiksno, S. D. U., Rufaidah, P., Ali, H., & Souisa, 2017), (Shobirin & Ali, 2019), (Hairiyah & Ali, 2017), (Syauket, Karsono, & Atmoko, 2022), (Agussalim, Ayu Rezkiana Putri, & Ali, 2016), (Bambang Karsono, 2018b).
- b) Knowledge: (Saputra, 2022a), (Riyanto, Adila, & Ali, 2017), (B Karsono & Suraji, 2020)(M & Ali, 2017), (Sudiantini, Sastrodiharjo, Narpati, & Indrianna, 2022), (Sudiantini, 2020a), (Hazimi Bimaruci Hazrati Havidz, 2020).
- c) Motivation: (Karsono, B., & Syauket, 2021a), (M Rizky Mahaputra & Saputra, 2021a), (Karsono, B., & Syauket, 2021b) (Prayetno & Ali, 2020), (Munawar & Mahaputra, 2022), (Ilhamalimy & Mahaputra, 2021), (Sudiantini, Umar, & Arafah, 2019).
- d) Commitment: (Sitio & Ali, 2019), (Agussalim, Ndraha, & Ali, 2020), (Bambang Karsono, 2018a), (Ilhamalimy & Mahaputra, 2021).

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusion

Based on the discussion, it can be concluded to build a hypothesis for further research as follows:

1. Discipline affects employee performance
2. Work environment affects employee performance.
3. Leadership affects employee performance

## Suggestion

Based on the conclusions above, the suggestion in this article is that there are many other factors that affect employee performance or employee performance at all types and levels of the organization, therefore further studies are needed to complement what other factors which can affect performance. These other factors such as loyalty, supervision and work culture.

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