

Non-Physical Work Environment and Leadership on Employee Performance of PT. Suka Silih Asih Tours & Travel

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ABSTRACT

This study aims to determine how the influence of non-physical work environment and leadership on employee performance at PT. Suka Silih Asih Tours & Travel. The research method used in this research is descriptive and verification method. The population in this study were employees at PT. Like Silih Asih Tours & Travel. The sampling technique used in this study is a saturated sample, with the number of samples equal to the total population of 40 employees. While the analytical method used in this study is Pearson correlation analysis, multiple linear regression, and the coefficient of determination at a significant level of 5%. The results showed that the non-physical work environment and leadership partially or simultaneously influence the performance of PT. Like Silih Asih Tours & Travel.

Keywords: Non-Physical Work Environment, Leadership, Performance

INTRODUCTION

Employee performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time. Employee performance is one of the capital for the company to achieve its goals. So that employee performance is something that should be considered by company leaders. Performance is generally defined as a person's success in carrying out a job. Employee performance is the work achieved by a person in carrying out the tasks assigned to him to achieve work targets. Employees can work well if they have high performance so that they can produce good work. Employee performance is one of the determining factors for the success of a company or organization in achieving its goals. Therefore, the performance of employees must receive attention from the company's leaders, because the decline in the performance of

employees can affect the company's overall performance. (Hasibuan, 2013)

This research was conducted at a company engaged in the field of travel services PT. Suka Silih Asih Tours & Travel is a business entity that works to provide services in various services of Umrah worship packages and Muslim tour packages. The number of services provided to prospective customers requires employees to improve their performance. The problems obtained from PT. Suka Silih Asih Tours & Travel, there was a decrease in employee performance achievement in 2017. This was explained directly based on the results of interviews with the Human Resources Department and supported by the following data:

Table 1. Employee Performance Data of PT. Suka Silih Asih Tours & Travel

Employee Performance									
2020	Excellent	Good	Fair	Poor	2021	Excellent	Good	Fair	Poor
Productivity		✓			Productivity		✓		
Work		✓			Work		✓		

Quality				Quality			
Workteam		✓		Workteam			✓
Technical Skills	✓			Technical Skills		✓	
Work Consistency	✓			Work Consistency		✓	
Attitude	✓			Attitude		✓	
Working Relations		✓		Working Relations			✓
Creativity		✓		Creativity		✓	
Communication Skills		✓		Communication Skills		✓	
Cooperation		✓		Cooperation		✓	

Source : Human resources Departement PT.

Suka Silih Asih Tours & Travel

Based on table 1. regarding the employee performance data of PT. Suka Silih Asih Tours & Travel which consisted of several assessments, there was a significant decrease in 2017 including those regarding workteam, technical skills, work consistency, attitude and working relations.

To strengthen the researchers conducted a pre-survey of employees who work with 30 employees as respondents as samples to determine what factors most influence employee performance at PT. Like Silih Asih Tours & Travel, which can be seen in Figure 1 as follows:

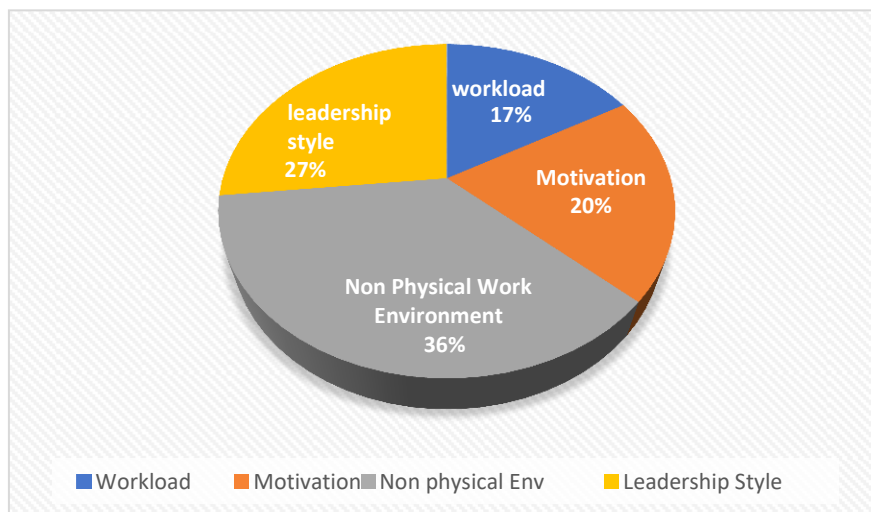


Figure 1. Pre-survey Factors that affect employee performance PT. Suka Silih Asih Tours & Travel

Based on Figure 1 regarding what factors most influence the performance of

employees of PT. Suka Silih Asih Tours & Travel, the highest percentage was obtained with 36% of respondents choosing a non-physical work environment, followed by 27% of respondents choosing a leadership style, then 20% of respondents choosing motivation factors and another 17% choosing workload. Therefore, researchers determine the non-physical work environment variables and leadership style, which are the factors that most influence employee performance and researchers will develop them.

The non-physical work environment is all conditions that occur related to work relationships, both with superiors and with fellow co-workers, or with subordinates. This non-physical environment is also a group of work environments that cannot be ignored (Sedarmayanti, 2009). Non-physical work environment at PT. Suka Silih Asih Tours & Travel can be rated as good which should create a good working atmosphere and good performance as well. This statement is supported by a book written by Pandji (2016: 58), which explains that a good work environment will also have a

good influence on all parties, both for workers, leaders or on the results of their work. Wirawan (2015) indicators of performance consist of work skills; Quality of work; Responsibility; Initiative; Discipline; Cooperation; work quantity.

In addition to the work environment, leadership style factors of course have an

influence on employee performance, Cleary in Harbani (2013) defines as follows: "Leadership is a matter of intelligence, trustworthiness, gentleness, courage, and firmness". According to Robbins (2002) states that from work people get more than just money or tangible achievements, for most employees work also fills the need for social interaction. Therefore, it is not surprising that having supportive and friendly coworkers can increase job satisfaction. The behavior of the leader is also a major determinant of job satisfaction. Studies generally find that employee job satisfaction will be achieved if the immediate manager can understand, befriend and give praise to employees who perform well, listen to employees' opinions and show personal interest in them.

Based on the above phenomenon, the formulation of the problem in this study are:

1. How does the non-physical work environment influence employee performance at PT. Suka Silih Asih Tours & Travel
2. How is the influence of leadership on employee performance at PT. Suka Silih Asih Tours & Travel?
3. How is the influence of non-physical work environment and leadership on employee performance at PT. Suka Silih Asih Tours & Travel

Influence of Non-Physical Work Environment on Performance

Non-physical work environment is one of the factors that can affect employee performance. The non-physical work environment is all conditions that occur related to work relations, both relationships with superiors and relationships with fellow co-workers, or relationships with subordinates. Non-physical work environment indicators by DeStefano (2006) are Work Procedures; Working Standards; Supervisor's Responsibilities; Clarity of Tasks; Reward System; Relations between Employees. Wursanto (2009) argues that the non-physical work environment is

something that concerns the psychological aspect of the work environment. This is in line with research conducted by Didi Hartono (2014) which shows that the work environment variable has a significant positive effect on employee performance. The availability of adequate work facilities is one of the main performance supports. Based on the explanation above, a hypothesis can be formulated which states that the work environment has a positive effect on performance.

The Effect of Leadership on Performance

Leadership style is the ability to influence others, by having special abilities or expertise in the desired field to achieve organizational goals. The indicators of leadership according to Kartono (2008) are the ability to make decisions; Motivating Ability; Communication Skills; Ability to Control Subordinates; Responsibility; Emotional Control Ability.

Wijaya Supardo (2006), suggests that "Leadership style is a complex way and process in which a person influences other people to achieve a mission, task or a goal and directs the organization in a way that makes more sense" So that employees and companies achieve higher productivity. optimally, employees must have a good level of discipline. Subordinates are influenced in such a way that they can provide dedication and participation to the organization effectively and efficiently. In other words, that the success or failure of efforts to achieve organizational goals is determined by the quality of leadership. (Sutrisno, 2013). research conducted by Elvina Walsa and Sri Langgeng Ratnasari (2016), the conclusion from the results of the study is that motivation and leadership style have the same effect on performance, either partially or simultaneously.

METHODS

The research methodology used in this research is verification research

method. Nazir (2011) defines the verification method as a research method that aims to determine the causality relationship between variables through a hypothesis testing through a statistical calculation so that evidence can be generated that shows the hypothesis is rejected or accepted.

Population and Sample

The population in this study were all employees of PT. Suka Silih Asih Tours & Travel totaling 40 employees. The sampling technique used in this study is non-probability sampling with saturated sampling method. The sample in this study were employees of PT. Suka Silih Asih Tours & Travel, totaling 40 employees.

Data analysis method

Validity test is the degree of speed between the data that actually occurs in the object of research and data that can be reported by researchers. Thus, valid data is data "that does not differ" between data reported by researchers and data that actually occurs in the object of research (Sugiono, 2012).

Reliability / reliability (degree of consistency / constancy) is a measure that shows how high an instrument can be trusted or reliable, meaning that reliability concerns the accuracy (in the sense of being consistent) measuring instruments (Mustafa, 2009). Another understanding is that if the same set of objects is measured many times with the same measuring instrument, the same result will be obtained.

Multiple Regression Analysis

In using the multiple linear regression method to simplify calculations, it will be managed using a Statistical Product and Service Solution (SPSS) software. Data processing with SPSS application produces outputs in the form of normality, correlation, linearity, multiple linear regression values. The equation used, is: $Y = a + 1X_1 + 2X_2 + e$

Testing Model F

According to Ghozali (2011), the goodness of fit test is carried out to measure the accuracy of the sample

regression function in estimating the actual value statistically. The goodness of fit model can be measured from the value of the F statistic which indicates whether all the independent variables included in the model have a joint influence on the dependent variable.

Testing the Coefficient of Determination (R²)

The coefficient of determination (R²) basically aims to measure how far the model's ability to explain variations in the dependent variable is. The value of the coefficient of determination is between zero and one. A small value (R²) means that the ability of the independent variables in explaining the variation of the dependent variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict the variation of the dependent variable (Ghozali, 2011).

Testing the partial hypothesis (T test)

The t-test was used to partially test the hypothesis in order to show the effect of each independent variable individually on the dependent variable.

Decision Making Criteria

1. Ho is rejected if the probability value < 0.05 or $t_{test} > t_{table}$
2. Ho is not successfully rejected if the probability value > 0.05 or $t_{test} < t_{table}$

RESULTS AND DISCUSSION

Based on the data collected, it is known that the respondents for gender characteristics, the majority of employees of PT. Kereta Api Indonesia (Persero) HR Division Daop 1 Bandung in this study were male as many as 26 respondents (65%). Furthermore, for the latest educational characteristics, the majority of employees have an undergraduate education as many as 23 respondents (57.5%). while the characteristics of working 1-5 years were 25 respondents (62.5%)

Validity and Reliability Test

Based on the validity test conducted on the questionnaire questions from the recruitment variables are as follows:

Table 1. Test the validity of the Non-Physical Work Environment variable

Statement	r test	r table	Description
S_1	0,573	0,2673	Valid
S_2	0,897	0,2673	Valid
S_3	0,870	0,2673	Valid
S_4	0,781	0,2673	Valid
S_5	0,727	0,2673	Valid
S_6	0,775	0,2673	Valid
S_7	0,776	0,2673	Valid
S_8	0,737	0,2673	Valid
S_9	0,838	0,2673	Valid
S_10	0,718	0,2673	Valid
S_11	0,760	0,2673	Valid

Source: processed by researchers 2022

Table 2. Test the validity of the Leadership variable

Statement	r test	r table	Description
S_1	0,750	0,2673	Valid
S_2	0,527	0,2673	Valid
S_3	0,622	0,2673	Valid
S_4	0,736	0,2673	Valid
S_5	0,554	0,2673	Valid
S_6	0,589	0,2673	Valid
S_7	0,523	0,2673	Valid
S_8	0,482	0,2673	Valid

Source: processed by researchers 2022

Table 3. Test the validity of employee performance variables

Statement	r test	r table	Description
S_1	0,636	0,2673	Valid
S_2	0,721	0,2673	Valid
S_3	0,554	0,2673	Valid
S_4	0,631	0,2673	Valid
S_5	0,588	0,2673	Valid
S_6	0,760	0,2673	Valid
S_7	0,751	0,2673	Valid
S_8	0,578	0,2673	Valid
S_9	0,358	0,2673	Valid
S_10	0,424	0,2673	Valid

Table 3. Test the validity of employee performance variables¹

Based on the validity test of the recruitment, selection and employee performance variables, the validity criteria are met, namely the calculated r value > r table value.

Reliability Test

Reliability tests can be carried out together on all questions for more than one variable. The results of reliability testing for non-physical environmental variables, leadership, employee performance are as follows:

Table 4. Reliability Test

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized	N of Items
		Items	
Non-Physical Environment	,947	,948	11
Leadership	,848	,857	8
Employee performance	,874	,876	10

From the results of the reliability test above, it can be seen that the value of the reliability coefficient obtained by the variables x and Y > 0.7 which indicates that the measuring instrument regarding performance has shown consistency.

Normality test

The results of the normality test using the Kolmogorov Smirnov test are as follows:

Table 5. Kolmogorov Smirnov . Normality Test

		Unstandardized Residual
N		40
Normal Parameters ^{a,b}	Mean	36,525,000
	Std. Deviation	,66414018
Most Extreme Differences	Absolute	,153
	Positive	,073
	Negative	-,153
Kolmogorov-Smirnov Z		,153
Asymp. Sig. (2-tailed)		,119 ^c

Source: SPSS Output Results

The value of Kolmogorov Smirnov is 0.153 with a significance value of 0.119. Because the significance value generated

by Kolmogorov Smirnov is more than 0.05 or 5% (real level of research significance), namely (0.119>0.05), it can be concluded that Ho is accepted or the residual data is normally distributed, in other words the regression model is feasible. used because it meets the assumption of normality or the data is normally distributed.

Multiple Linear Regression Analysis

Below will present the results of multiple linear regression analysis as follows:

Table 6. Multiple Linear Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	,202	,292		,692	,493
Non-Physical Environment	,602	,105	,628	5,724	,000
Leadership	,331	,112	,324	2,952	,005

Source: SPSS Output Results

The regression equation model that is formed based on the results of the analysis is

$$Y = 0.202 + 0.602 X_1 + 0.331 X_2$$

F Model Testing

The F test is a model feasibility test (goodness of fit) that must be carried out in multiple linear regression analysis. Below will be presented the results of simultaneous hypothesis testing using multiple linear regression analysis, namely as follows:

Table 7. Hypothesis Testing

ANOVA ^b					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	17.202	2	8.601	77.289	,000 ^a
Residual	4.118	37	,111		
Total	21.32	39			

Source: SPSS Output Results

Based on the results of testing the hypothesis (f test) above, the significance value of the regression model simultaneously is 0.000, this value is smaller than the significance level of 0.05 (5%), which is 0.000 < 0.05. it can be concluded that this model test is feasible to be used in research.

Coefficient of Determination

The results of the determination coefficient test are presented as follows:

Table 8. Coefficient of Simultaneous Determination Model Summary^b

Model	R	R Square	Adjusted R Square
1	,898 ^a	,807	,796

Source: SPSS Output Results

Based on the results of the determination coefficient test above, it shows that the R² value is 0.898, which means that the variability of the dependent variable, namely employee performance which can be explained by the independent variable, namely the recruitment and selection variables in this study is 80.7%, while the remaining 19.3% is explained by other variables outside the research model.

Partial Hypothesis Testing (t Test)

This test basically aims to show how far the influence of one independent variable individually in explaining the dependent variable. Below will be presented the results of partial hypothesis testing using multiple linear regression analysis as follows:

Table 9. Hypothesis Testing t test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	,202	,292		,692	,493
Non-Physical Environment	,602	,105	,628	5,724	,000
Leadership	,331	,112	,324	2,952	,005

p				2	5
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Source: SPSS Output Results

Based on the results of the t-test (partial) in the regression model, the significance value of the non-physical work environment variable was $0.000 < 0.05$ (real level of research significance). It can be concluded that H1 is accepted, meaning that partially non-physical work environment variables affect employee performance while the significance value of the Leadership variable is $0.005 < 0.05$ (real level of research significance) it can be concluded that H2 is accepted, meaning that the leadership variable partially affects the variables employee performance.

Influence of non-physical work environment on employee performance

Based on the results of the study showed that the non-physical work environment had a significant effect on employee performance. The results of this study are supported by the theoretical basis in the previous discussion which states that the Wursanto process (2009:269-270) argues that the non-physical work environment is something that concerns the psychological aspect of the work environment. This is in line with research conducted by Didi Hartono (2014) which shows that the work environment variable has a significant positive effect on employee performance. The availability of adequate work facilities is one of the main performance supports.

The influence of leadership on employee performance

Based on the research results show that leadership has a significant effect on employee performance. The results of this study are supported by the theoretical basis in the previous discussion which states that leadership is one of the most important parts in the whole process of human resource management. Wijaya Supardo (2006), suggests that "Leadership style is a complex way and process in which a person influences other people to achieve a

mission, task or a goal and directs the organization in a way that makes more sense" So that employees and companies achieve higher productivity. optimally, employees must have a good level of discipline. Subordinates are influenced in such a way that they can provide dedication and participation to the organization effectively and efficiently. In other words, that the success or failure of efforts to achieve organizational goals is determined by the quality of leadership. (Sutrisno, 2013). research conducted by Elvina Walsa and Sri Langgeng Ratnasari (2016),

CONCLUSIONS

Conclusion

Based on the research results, the conclusions are as follows:

1. Based on the results of the study, it shows that the non-physical work environment has an effect on employee performance. The higher the non-physical work environment, the higher the employee's performance.
2. Based on the results of the study showed that leadership has an effect on employee performance. The higher the leadership, the higher the employee's performance.

Suggestion

The suggestions that researchers can convey based on the results of research that have been carried out are that the leader must be appropriate and able to be accepted both from the company's side and employees, the reality that occurs is that some leader decisions are sometimes felt by employees to be unfair. Especially regarding the work targets of the employees themselves, some employees feel that the work targets are too difficult to achieve. The leader should conduct a review and determine work targets that are in accordance with the employee's abilities.

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