

THE INFLUENCE OF WORK MOTIVATION, LEADERSHIP, AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT PT MAYORA INDAH TBK

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ABSTRACT

This study aims to test and analyze the influence of work motivation, leadership, and work environment on employee performance in PT Mayora Indah Tbk employees in the HR&GA (Human Resource & General Affairs) division and will then be mentioned with HR&GA information. The research conducted is quantitative research by distributing questionnaires. This study used hypot hesis testing method. Hypothesis testing using multiple regression analysis with SPSS software. The data in the study was collected from 117 employees of PT Mayora Indah Tbk in the HR&GA division using the census method. Based on the results of the study showing that there is no positive influence of work motivation on employee performance, there is no positive influence of leadership on employee performance and the work environment has a positive and significant effect on employee performance.

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1. INTRODUCTION

To achieve better performance the company must be able to manage existing resources. Good management of company resources is important to continue to be improved for the sustainability of the company's existence (Garaika, 2020). The performance of an organization is influenced by how its individual performance or simply the production resulting from the results of the contribution of the performance of the organization itself (Akob *et al.*, 2020; Haerani *et al.* 2020; Nguyen *et al.*, 2019), Improving employee performance is an important factor for the company in realizing its goals. Employee performance is also one of the efforts that can be utilized in measuring the quality of human resources in a company. The work environment is all things around workers, both inside and outside the room, including those that are physical or not and that affect employees in carrying out the duties they carry out. (Mohammad Kamif *et al.*, 2016). As per previous research (Yang & Kim, 2018; Suong *et al.*, 2019; Nguyen *et al.*, 2019; Thanh *et al.*, 2020) found that leadership has a very important effect on organizational activities. Leadership is needed in supporting the improvement of competitiveness in one company. In addition, leadership is also a process in which individuals can become leaders through continuous activities to influence people in achieving the goals of an organization or company.

In connection with the vision and mission of PT Mayora Indah Tbk, employees are required to perform well, in order to realize the vision and mission and provide the best products for consumers. Therefore, PT Mayora Indah Tbk must pay attention to work motivation, leadership, work environment, and employee performance. It is important for PT Mayora Indah Tbk to pay attention to the work motivation of employees to increase how much employees contribute in achieving company goals. For companies, it is also important to always attach importance to high leadership standardization, where it is felt by employees to find out whether employees feel that their leaders can value themselves in order to improve employee performance. The company in this case must also increase employee job satisfaction in order to produce quality products through the safety and comfort of the work environment, and identify employee performance with the aim of knowing how employees participate in the development of the company. If these four aspects are supportive, it will greatly affect the development of the company. Therefore, employees will work hard to create competitive and attractive products in order to be able to compete.

The existence of highly motivated human resources is very important so that they are enthusiastic and able to provide optimal performance for the achievement of high work performance. In addition, the role of company leaders is also vital in the company because it can be a determinant of the achievement of

company goals. At PT Mayora Indah Tbk, there are also variations in the work environment (some work in open and closed spaces according to the employee's job desk).

2. LITERATURE REVIEW

2.1 Work Motivation

Work motivation is a combination of psychological strength in each individual in a complex manner (Wibowo, 2014). In general, motivation is the relationship between an effort to achieve goals, then narrowing the focus towards organizational goals in actions related to work. Motivation is a form of emotional energy about what a person wants and encourages himself in achieving his dreams (Kuranchie-Mensah and Amponsah-Tawiah, 2015). According to Nguyen et al. (2020), two dimensions of work motivation, namely: intrinsic and extrinsic.

According to Suwatno (2011), indicators of work motivation are:

- a. Physical needs, indicated by the need to eat, drink, physical protection, breathe, sexual.
- b. The need for a sense of security, that is, the need for protection from threats, dangers, opposition, and the environment, not only in a physical sense, but also mental, psychological and intellectual.
- c. Social needs, namely the need to feel belonging, namely the need to be accepted into the group, to affiliate, to interact, and the need to love and be loved.
- d. The need for self-esteem, that is, the need to be respected, and appreciated by others.
- e. The need for self-actualization, that is, the need to use abilities, skills, potential, the need to argue, by using ideas, giving judgments and criticisms of something.

2.2 Leadership

The definition of leadership according to Kreitner and Kinicki (2014) is an effort to influence members to voluntarily assist in the achievement of organizational goals. According to Cherie (2013) leadership is an art or process whose purpose is to influence others so that the person is willing to enthusiastically and use his own abilities to work for the achievement of organizational goals. In addition, leadership is also defined as behavior that emphasizes a focus on the benefits of many people, authentic leadership can also emphasize self-awareness and internal consistency, and ethical leadership can emphasize normative standards (Lemoine et al., 2019). Leadership style can basically be seen from various points of view. According to Hasibuan (2017), there are 4 types of leadership styles, namely:

- a. An authoritarian leadership style is if power or authority, most of it is absolutely in the leadership or if the leader adheres to a system of centralization of authority. Decision-making and wisdom are set only by the leader himself, subordinates are not included to give suggestions of ideas, and considerations in the decision-making process.
- b. Participatory leadership style is if in leadership it is carried out in a persuasive way, creating harmonious cooperation, cultivating loyalty, and participation of subordinates. The leader motivates subordinates to co-own the company.
- c. Delegative leadership style when a leader delegates authority to subordinates rather completely. Thus, subordinates can take decisions and wisdom freely or freely in carrying out their work. The leader does not care about the way the subordinates make up their minds, it is completely left to the subordinates. In principle the leader behaves in hand, and says to subordinates "Please do it as long as the results are good"
- d. Situational leadership style This model was developed by Paul Hersey and Kenneth H. Blanchard at the center for Leadership Studies in late 1960, until 1982. Hersey & Blanchard work together continuously perfecting situational leadership. According to situational leadership, there is no one way that is best to influence others. Which leadership style should be used towards an individual or group depends on the degree of readiness of the person being affected.

So it can be concluded that every leader must have his own leadership style, it all depends on the leader himself whether or not they use his style against his subordinates who have various attitudes and traits.

2.3 Working Environment

Sedarmayati (2011) provides a comprehensive definition of the work environment as a whole of materials and tools used in the scope around the place where a person does work, how it works, and work arrangements both as a group and an individual. The work environment is also defined as the location where an employee carries out his activities every day. If a conducive work environment is conducive, it

will certainly trigger a sense of security and worship for employees who can work optimally. In addition, the work environment can also affect an employee's emotions. If the employee is happy with their work environment, it will trigger comfort at work or in activities so that the use of time will be more effective. This high productivity also makes employee performance will increase (Anggi, 2015). The work environment is everything around the employee that affects him in carrying out and completing the tasks assigned to him in a region. So that work environment research is more directed at how employees get a sense of security, comfort, peace, satisfaction in completing work in their workspace (Sofyan and Problem, 2013). The work environment is one of the important things to pay attention to because it can affect employee performance at work both from technical and social aspects. The work environment is something that exists around the workers and can affect themselves in the tasks given (Nabawi, 2019). This indicator of the penelitian work environment refers to the excerpts of research journals proposed by Anggi (2015), namely: Employee relations, Décor/layout, Noise, Temperatures and Lighting.

According to Siagian (2014) states that the work environment consists of 2 types and is divided into several indicators, namely: Physical Work Environment and Non-Physical Work Environment

2.4 Employee Performance

The definition of employee performance is a concrete action that is shown by each person as the performance produced by employees according to the role they have in an organization. (Doni, 2016). According to Edison *et al.*, (2016) what is meant by employee performance is the achievement of results in an action in the implementation of a job. Meanwhile, Mangkunegara (2011) explained as the quantity and quality of work achieved based on the responsibility given to him. Based on this opinion, it was concluded that performance is the result of activities that employees carry out after being limited by goals and time. Restrictions on the work are so that they cannot deviate from the company's goals and can be completed according to the targets that have been set. Furthermore, so that work activities can be carried out in accordance with company procedures and standards so that they can run efficiently and effectively.

Employee performance based on the explanation from Bernardin & Russel (2010) has several indicators that include:

- a. Quality:
- b. Quantity
- c. Punctuality
- d. Effectiveness
- e. Organizational commitment

2.5 Conceptual Design

Motivation is a force that allows a person to act towards a certain goal (Indahingwati *et al.*, 2019). Colquitt *et al.* (2011) posit that the elements that affect employee performance consist of morale and skills. Motivation and performance have a close relationship. Good performance will result from good work motivation. However, there are other factors that shape performance and not only because of motivational factors but because there are other factors (Triatna, 2015).

In addition, leadership is also a factor that affects employee performance. Some researchers (Meng & Berger, 2019; Eliyana, Ma 'arif, & Muzakki, 2019; Kammerhoff, Lauenstein, & Schütz, 2019) states that there is a correlation between leadership roles and employee performance. This shows that strong leadership will affect performance.

Employee performance is also influenced by other factors in the form of the work environment. If employees are happy with their work environment, they will tend to feel comfortable in their activities and work so that the use of work time can be effective. If productivity is high, employee performance is automatically also high (Anggi, 2015). The work environment can form a relationship between members in the organization. Therefore, the work environment must be conducive and good for work because later it can make employees comfortable and have the enthusiasm to perform every task charged to them (Chandrasekar, 2011).

The following is illustrated the conceptual framework for this study based on the above presentation:

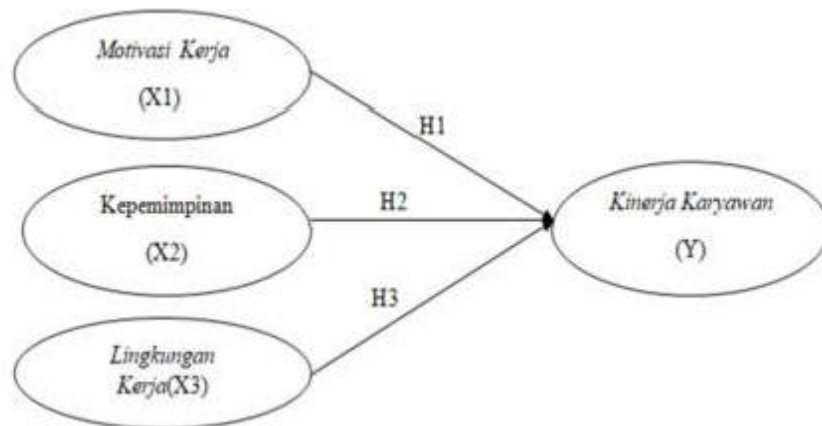


Figure 1 Conceptual Design The Effect of Work Motivation, Leadership, Work Environment on Performance

Sources : Ngo Ngoc Minh, Nguyen Duc Loc (2020), Maartje Paais, Jozef R. Pattiruhu (2020) and Phong Than h Nguyen et al. (2020).

2.6 HYPOTHESIS DEVELOPMENT

Hayati and Caniago (2012) posit that work motivation will affect satisfaction, organizational commitment, and employee performance. Grote et al., (2011) argue that increasing employee motivation will affect the improvement of individual, group, and organizational performance. From this explanation, the hypothesis is described, namely:

H 1 : There is a positive influence of work motivation on employee performance

Previous studies have also explained that the role of leadership is very large in influencing employee performance, including research from Limakrisna et al. (2016). Ivancevich and Konopaske (2012), Juan, Clare, Steve, and Alan (2012) stated that the leader is a person who can provide such work motives to subordinates so that subordinates are willing to work in the realization of organizational goals efficiently and effectively. According to Juan et al. (2012), effective leadership is part of the most reliable support in improving employee performance. Thus a hypothesis can be developed, namely:

H2: There is a positive influence of leadership on employee performance

Research from Cahyani and Ardana (2013) found that employee performance is influenced by the right spatial arrangement in the workplace. The spatial arrangement must also be supported by air temperature and circulation in accordance with the room, selection of appropriate wall colors, and adequate light distribution (Norianggono, Hamid, & Ruhana, 2014). Therefore, the work environment must be conducive and good because the work environment will make employees feel excited and comfortable in carrying out each of their duties. Based on this argument the study hypothesizes that :

H3 : There is a positive influence of the work environment on employee performance

3. METHOD

3.1 Research Design

This type of research is hypothesis testing. This study used units in the form of individuals, namely employees of the HR & GA division who work at PT. PT. Mayora Indah Tbk. Data is taken using cross-sectional methods, on the grounds that data collection is carried out at one time.

Variables and Measurements

There are four variables in this study which include a free variable (independent variable) of three and a bound (dependent variable) of one number. The variables of work motivation, leadership, and work environment became variable X, the employee performance variable became variable Y. The answers that respondents gave were assessed by referring to the interval scale whose measurements used the 5-point Likert scale, namely:

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- 1 = Strongly Disagree (STS)
- 2 = Disagree (TS)
- 3 = Simply Agree (CS)
- 4 = Agree (S)
- 5 = Strongly Agree (SS)

Data testing methods

1. Validity Test

Validity testing is used in measuring whether or not a statement item is valid or appropriate. An item is declared valid if the statement in its questionnaire can reveal what the questionnaire measured. The conclusions in the validity test were drawn through comparing the loading factor with the level of significant based on the explanation from Hair et al. (2010), namely:

- 1) When the loading factor ≥ 0.50 then the acknowledgment item is valid.
- 2) When the loading factor < 0.50 then the acknowledgment item is invalid.

Table 1 Work Motivation Variable Validity Test Results

| No. | Statement | Factors Loading | Decision |
|-----|--|-----------------|----------|
| 1 | Employees receive corresponding bonuses for every job I do | 0,731 | Valid |
| 2 | Employees believe there is attention on every employee's career path | 0,612 | Valid |
| 3 | Employees think that the company pays attention to meeting the needs of the family | 0,727 | Valid |
| 4 | Employees receive proper treatment in the company environment (friendships and relationships) between people in the company are very kind and professional | 0,579 | Valid |
| 5 | Fair company regulations in giving gifts or penalties | 0,704 | Valid |
| 6 | There is regular training for internal organizations | 0,347 | Invalid |

The validity test results for the work motivation variable showed that of the 6 statement items, 5 statement items were declared valid while 1 statement item was declared invalid, which means that the item that was declared invalid will be omitted or deleted on the questionnaire and not included in the next test.

Table 2 Validity Test Results VariaLeadership bell

| No. | Statement | Factors Loading | Decision |
|-----|---|-----------------|----------|
| 1 | Employees feel that briefings at work are reliable | 0,690 | Valid |
| 2 | The leader always invites employees to discuss, especially matters related to the level of employee welfare | 0,803 | Valid |
| 3 | The leader is a fair person | 0,885 | Valid |
| 4 | Leaders understand employees professionally; can distinguish personal and professional problems | 0,881 | Valid |
| 5 | Leaders give confidence in carrying out the work process creatively as long as they do not violate the company's regulations or penalties | 0,914 | Valid |
| 6 | Leaders always think about the company and the interests of employees | 0,835 | Valid |

The validity test results for the leadership variable show that statements 1 to 6 are said to be valid, because they have a factor loading value of ≥ 0.50 . It can therefore be concluded that the six statements used are appropriate to measure the leadership variable and are included in subsequent tests.

Table 3 Validity Test Results Variabell Work Environment

| No. | Statement | Factors Loading | Decision |
|----------------------------------|-----------|-----------------|----------|
| Physical Work Environment | | | |

| | | | |
|--------------------------------------|---|-------|---------|
| 1 | Enough workspace available | 0,825 | Valid |
| 2 | Adequate working equipment available | 0,789 | Valid |
| 3 | There is room to worship | 0,680 | Valid |
| 4 | Transportation facilities are available for employees | 0,538 | Valid |
| 5 | Sufficient information is available in the implementation of work | 0,789 | Valid |
| 6 | There is good air circulation | 0,688 | Valid |
| 7 | A workspace away from noise | 0,618 | Valid |
| 8 | Room for employee mobilization activities is available | 0,708 | Valid |
| 9 | A secure workspace is available | 0,121 | Invalid |
| 10 | Clean workspace available | 0,245 | Invalid |
| Non-Physical Work Environment | | | |
| 11 | There is a good relationship between superiors and subordinates | 0,714 | Valid |
| 12 | There are good relationships with fellow colleagues | 0,802 | Valid |
| 13 | There are cooperation between colleagues | 0,841 | Valid |
| 14 | There is clear communication in carrying out the work | 0,846 | Valid |
| 15 | There is a clear organizational structure | 0,888 | Valid |
| 16 | There is a clear and purposeful division of <i>jobdesc</i> | 0,800 | Valid |

The validity test results for the work environment variable showed that out of 16 statement items, 14 statement items were declared valid while 2 statement items were declared invalid, which means that 2 items that were declared invalid will be eliminated or deleted on the questionnaire and not included in subsequent tests.

Table 4 Employee Performance Variability Test Results

| No. | Statement | Factors Loading | Decision |
|-----|---|-----------------|----------|
| 1 | There are strict rules that make employees have to comply with regulations | 0,882 | Valid |
| 2 | There is a professional reward system so that all forms of assessment are carried out transparently | 0,781 | Valid |
| 3 | The company continues to increase rewards and bonuses for employees who have achieved the company's targets | 0,701 | Valid |
| 4 | Training and development motivate employees to work optimally | 0,613 | Valid |
| 5 | Lack of absenteeism and absence during work is not tolerated | 0,791 | Valid |
| 6 | The goals given by the company are always achieved or even exceeded | 0,657 | Valid |
| 7 | The increase in the value of the company's assets and investments is well reflected through the results of the company's financial statements and profits | 0,581 | Valid |

The results of the validity test for employee performance variables show that from statements 1 to 7 it is said to be valid, because it has a factor loading value of ≥ 0.50 . It can therefore be concluded that the seven statements used are appropriate to measure employee performance variables and are included in subsequent tests.

2. Reliability Test

Reliability testing is seen through Cronbach's Alpha Coefficient, here are the criteria of Cronbach's Alpha Coefficient:

- 1) If Cronbach's Alpha ≥ 0.60 then the construct is reliable
It means that the statements in the questionnaire are reliable
- 2) If Cronbach's Alpha < 0.60 then the construct is unreliable
Then the statements in the questionnaire are not reliable

Table 5 Reliability Test Results

| No. | Variable | Items | Cronbach's Alpha | Decision |
|-----|-------------------------------|-------|------------------|----------|
| 1 | Work Motivation | 5 | 0,704 | Reliable |
| 2 | Leadership | 6 | 0.909 | Reliable |
| 3 | Physical Work Environment | 8 | 0,846 | Reliable |
| 4 | Non-Physical Work Environment | 6 | 0,898 | Reliable |
| 5 | Employee Performance | 7 | 0.823 | Reliable |

Based on the table of reliability testing results in the table above, it can be seen that work motivation has a Cronbach's Alpha value of 0.704, leadership with a Cronbach's Alpha value of 0.909, a physical work environment with a Cronbach's Alpha value of 0.846, a non-physical work environment with a Cronbach's Alpha value of 0.898 and employee performance with a Cronbach's Alpha value of 0.823. It can be seen that all variables have a value of Cronbach's Alpha greater than 0.60 (Cronbach's Alpha > 0.60), so it can be said that the statement items contained in these variables are consistent (reliable) and can be done for further research.

Data Analysis Methods

Analysis for this research data can use analytical tools in the form of multiple regression analysis by utilizing the SPSS program. The use of methods for research data analysis is adjusted to what is the purpose of the study, namely: To analyze work motivation, leadership, work environment, and performance in employees of PT Mayora Indah Tbk, using descriptive statistics, namely by looking at the average (mean) of respondents' answers.

4. RESULT AND DISCUSSION

Descriptive Statistical Test Analysis

Descriptive statistics is the section that presents a descriptive explanation of the independent variables, dependent variables, and control variables involved. Descriptive statistics will show the values of the mean, minimum, maximum, and standard deviation of each variable.

Table 6 Descriptive Statistics

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--------------------------------|------------|-------------|-------------|---------------|----------------|
| Work Motivation | 117 | 3.00 | 5.00 | 4.3333 | .54139 |
| MK1 | 117 | 2.00 | 5.00 | 4.2308 | .73560 |
| MK2 | 117 | 2.00 | 5.00 | 4.1880 | .74199 |
| MK3 | 117 | 2.00 | 5.00 | 4.4359 | .66156 |
| MK4 | 117 | 2.00 | 5.00 | 4.2564 | .78952 |
| MK5 | 117 | 2.00 | 5.00 | 4.2991 | .76862 |
| MK6 | 117 | 3.00 | 5.00 | 4.3333 | .68229 |
| Leadership | 117 | 3.00 | 5.00 | 4.3333 | .58722 |
| KEP1 | 117 | 2.00 | 5.00 | 4.3248 | .71714 |
| KEP2 | 117 | 2.00 | 5.00 | 4.2222 | .74407 |
| KEP3 | 117 | 2.00 | 5.00 | 4.2564 | .75605 |
| KEP4 | 117 | 2.00 | 5.00 | 4.2222 | .67096 |
| KEP5 | 117 | 2.00 | 5.00 | 4.2564 | .70898 |
| KEP6 | 117 | 2.00 | 5.00 | 4.2051 | .74900 |
| Work Environment | 117 | 3.00 | 5.00 | 4.3162 | .50257 |
| Formal Work Environment | 117 | 3.00 | 5.00 | 4.2222 | .57402 |
| LKF1 | 117 | 2.00 | 5.00 | 4.1709 | .72267 |
| LKF2 | 117 | 2.00 | 5.00 | 4.2479 | .74169 |
| LKF3 | 117 | 2.00 | 5.00 | 4.2051 | .73741 |
| LKF4 | 117 | 1.00 | 5.00 | 3.8034 | 1.02755 |
| LKF5 | 117 | 1.00 | 5.00 | 4.3162 | .75028 |
| LKF6 | 117 | 3.00 | 5.00 | 4.3419 | .68434 |
| LKF7 | 117 | 3.00 | 5.00 | 4.3333 | .68229 |

| | | | | | |
|------------------------------------|------------|-------------|-------------|---------------|---------------|
| LKF8 | 117 | 3.00 | 5.00 | 4.3846 | .57003 |
| LKF9 | 117 | 2.00 | 5.00 | 4.3590 | .74812 |
| LKF10 | 117 | 3.00 | 5.00 | 4.3675 | .67719 |
| Non-Formal Work Environment | 117 | 3.00 | 5.00 | 4.3590 | .56418 |
| LKNF1 | 117 | 2.00 | 5.00 | 4.3333 | .69481 |
| LKNF2 | 117 | 2.00 | 5.00 | 4.2137 | .70502 |
| LKNF3 | 117 | 2.00 | 5.00 | 4.2650 | .72389 |
| LKNF4 | 117 | 3.00 | 5.00 | 4.2735 | .63821 |
| LKNF5 | 117 | 2.00 | 5.00 | 4.3504 | .64749 |
| LKNF6 | 117 | 2.00 | 5.00 | 4.2735 | .73840 |
| Employee Performance | 117 | 3.00 | 5.00 | 4.2222 | .55880 |
| KK1 | 117 | 2.00 | 5.00 | 4.2051 | .67643 |
| KK2 | 117 | 2.00 | 5.00 | 4.2991 | .69809 |
| KK3 | 117 | 3.00 | 5.00 | 4.2393 | .69045 |
| KK4 | 117 | 1.00 | 5.00 | 3.8547 | 1.01085 |
| KK5 | 117 | 2.00 | 5.00 | 4.3590 | .67545 |
| KK6 | 117 | 3.00 | 5.00 | 4.3675 | .65124 |
| KK7 | 117 | 3.00 | 5.00 | 4.3248 | .64097 |
| Valid N (listwise) | 117 | | | | |

T Test Results

A t-test or individual test is a test carried out to test the regression coefficient of each independent variable against the dependent variable to find out how much influence the independent variable exerts on the dependent variable.

Table 7. T Test Results
 Dependent Variable: Employee Performance

| Variables | Coefficient | Prob. | Hyphotesis | Conclusion |
|------------------|-------------|-------|-------------|-----------------------|
| <i>C</i> | 1.384 | .418 | | |
| Work Motivation | -.032 | .076 | Ha Rejected | No Effect |
| Leadership | -.394 | .079 | Ha Rejected | No Effect |
| Work Environment | 1.096 | .114 | Ha Accepted | There is an influence |

From the results of the first hypothesis testing, it can be seen that a significant value for testing the positive influence of work motivation on employee performance of $0.677 > 0.05$ indicates H_a was rejected and H_o was accepted with a β value of -0.032 . The results of this study are supported by previous research conducted by Gardjito (2014) which showed that work motivation does not have a significant influence on employee performance. This is because the superiors of the employees of PT Mayora Indah Tbk do not play a very important role in increasing employee work motivation. This means that the work motivation of PT Mayora Indah Tbk employees in the HR&GA division is more influenced by their internal factors and other external factors such as work relationships, morale, salary, job satisfaction, individual abilities, work experience and other variables.

From the results of testing the second hypothesis, it can be seen that although the significant value for testing the positive influence of leadership on employee performance was $0.000 < 0.05$, but with a β value of -0.465 , then H_o was accepted and H_a was rejected. The results of this study are not supported by previous research conducted by Limakrisna et al. (2016) which shows the relationship between leadership and employee performance is that if a leader in a company or organization has intelligence, values his subordinates, is able to motivate, and is able to work well with his subordinates, then this will also be followed by an increase in employee performance both in terms of technical ability, conceptual abilities, responsibilities, initiative, and interpersonal relationship skills. Then Wibowo (2014), identified that leadership is one of the factors that can affect employee performance. This is because the leadership of PT Mayora Indah Tbk in the HR&GA division does not appreciate the opinions of the employees and makes decisions without considering the opinions of employees, in addition, the employee leaders of PT Mayora Indah Tbk in the HR&GA division also play a less role in providing guidance and encouragement to their subordinates to improve their performance. This shows that employees of PT Mayora Indah Tbk in the

HR&GA division do not need supervision and assistance from their superiors to be able to carry out their duties properly.

From the results of testing the third hypothesis, it can be seen that a significant value for testing the positive influence of the work environment on employee performance of $0.000 < 0.05$ indicates H_a was accepted and H_o was rejected with a β value of 0.896. The results of this study are supported by previous research conducted by Cahyani and Ardana (2013) which revealed that proper spatial planning in the workplace will affect employee performance. Then Purba et al. (2017) stated that the work environment affects employee performance, this is because if an organization or company is able to provide a conducive performance environment for its employees in carrying out tasks, both the workplace environment / physical work environment, as well as the work environment / non-physical work environment. This is applied by PT Mayora Indah Tbk in the HR&GA division where the employee's scope of work and the arrangement of the workspace are supported by good lighting, selection of appropriate wall colors, sufficient air circulation, and air temperature adjusted to the room. In addition, employees also have the full support of the leadership in doing each of their jobs. With this, employees will feel comfortable in the work environment and be able to carry out work effectively and efficiently, so as to improve employee performance.

5. CONCLUSION

Based on the results of research and discussion in the previous chapter, it can be concluded as follows: *Short-term debt to total asset ratio (SDTA)*, has no effect on *firm value*. The motivation possessed by every employee of PT Mayora Indah Tbk in the HR&GA divisi is high. Every leader has an important role for every employee. A safe and comfortable work environment can lead to a level of concentration of employees in work. Employees at PT Mayora Indah Tbk in the HR&GA division have high performance. The results of the first hypothesis test are that there is no positive influence of work motivation on employee performance. The second hypothesis test result is that there is no positive influence of leadership on employee performance. The third hypothesis test result is that there is a positive influence of the work environment on employee performance.

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