

Influence of Leadership Style, Work Discipline, and Work Environment towards Employee's Performance at Pt Asuransi Ciputra Indonesia (Ciputra Life)

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Abstract:- This study aims to examine and analyze the effect of leadership style (X1), work discipline (X2), and the work environment (X3) on employee performance (Y)

The research method uses a quantitative approach, where the population in this study were 80 employees at PT. Asuransi Ciputra Indonesia (Ciputra Life). Questionnaires to respondents using Likert Scale questionnaire with 5 levels of answers.

The technique of collecting data using interviews and questionnaires. Instruments random questionnaire survey mailed to employees of PT. Asuransi Ciputra Indonesia (Ciputra Life). Data were analyzed by using the Smart PLS (*Partial Least Square*) version 3.2.8

The results of his research is that leadership style variable positive and significant effect on the performance of employees, work discipline variable positive and significant effect on employee performance, workplace environment and no significant positive effect on employee performance.

Keywords:- Leadership Style, Work Discipline, Work Environment And Employee Performance.

I. INTRODUCTION

In today's modern era, the need for service products is increasingly interested in people in addition to consumer products. Therefore, the merit of an insurance service or agreement between two parties, where one is obliged to pay dues and the other party is obliged to pay a premium called insurance.

PT. Indonesia Ciputra Insurance is a company engaged in insurance, where in order to provide life and health insurance protection to customers who join and participate pay a premium and entrust himself to be covered by the insurance.

Inside the company has a business operating system, which is supported by the potential of human resources. In essence, this potential is one of the capital and holds an important role in achieving the objectives of the company.

Therefore, companies need to manage the human resources well. The key to success of a company depends not only on the excellence and sophistication of the technology and the availability of capital, but human or labor is an important factor for the progress of a company.

Good human resources are expected to have an impact on the good performance in accordance with the wishes and expectations of the company. Ideally, employees should have a high performance so as to provide the maximum service to the community.

In order for the employee's performance to increase and achieve the company's defined targets, it needs to be properly managed by its human resources, analyzing employee performance and evaluating the results of the employee's performance during specific period.

Based on interviews and questionnaires with employees of PT. Asuransi Ciputra Indonesia that the employee's performance can be improved. It is evident that the performance of employees between the years 2017- 2018 decreased and not achieved. On average, the views of the leadership style factor range of 30%, a leader in the company is not maximized in the lead subordinates. Labor discipline was also not achieved with well proven on employee attendance percentage of the year 2017-2018 fell by 10%. As well as the working environment is also constrained on the relationship between colleagues and working conditions is still not comfortable. This obviously makes the performance of employees will decrease and management will be more focused in setting the rules and evaluate the performance of employees to rely more effective. So researchers must conduct a serious analysis.

To convince the factors affecting the performance of employees at PT. Asuransi Ciputra Indonesia is a style of leadership, discipline of work, and the work environment, the authors conducted a pre-survey to 80 employees. Based on the results of the above pre-survey, indicates that leadership style variable 55%, 53% work discipline and work environment 50%. These results indicate that an estimated factors affecting the performance of employees at PT. Asuransi Ciputra Indonesia is leadership style, work discipline and work environment.

Based on the information described above, the researchers need to conduct research on the theme "The influence of leadership style, work discipline and work environment to employees performance at PT. Asuransi Ciputra Indonesia"

II. THEORETICAL REVIEW

➤ *Employee performance*

The term performance is a result of work and work behavior that has been achieved in completing tasks and responsibilities given within a certain period. Performance can also be defined, ie an assessment to determine the ultimate goal to be achieved by individuals, groups and organizations. In this sense performance is a tool that can be used to measure the level of achievement or group and individual policies.

Kasmir (2016: 182) believes that the performance is the result of work and work behavior. If seen by the results, then that will be seen is the amount of quality and quantity produced by someone. If seen by the behavior of work, then assessed the behavior of employees in carrying out its obligations either positive or negative contribution to the fulfillment of the objectives of the company.

Robbins (2016: 183), the performance is a function of the interaction between the ability or abilities (A), motivation (M), and the chance or opportunity (O); namely performance = f (A x M x O), meaning that performance is a function of the ability of a function of ability, motivation and opportunity.

Bintoro and Daryanto (2017:106), the employee's performance is the result or the employees overall success rate during certain periods of duty compared to the wide range of possibilities, such as the standard of the work, the target or targets or criteria that have been determined in advance has been agreed.

According to Mathis (2011:113) as determined by writing employee performance indicators as follows :

Dimension	Indicator
Hard Skill	Quality Quantity
Soft Skill	Timeliness Presence Ability to cooperate

Table 1:- Dimensions and Performance Indicators Employees

➤ *Leadership Style*

Sudarmanto (2014:133) defines that leadership is a way to invite employees to act correctly, achieving commitment and motivate them to achieve common goals.

Veitzhal Rival (2012:53), leadership is the ability of a leader to influence others, provoked by the growth of positive feelings in those they lead to achieving the desired objectives.

According Miftah Thoha (2011:9), says that leadership is an activity to influence the behavior of others, or the art of influencing human behavior, both individuals and groups.

According to Cheok San Lam, Eleanor R.E. O'higgins (2012:149-174) that the leadership indicators are :

1. Idealized Influence (Charisma)
 - a. Leader to show confidence, emphasizing trust, taking the difficult issues, presenting their values are most important, and stressed the importance of purpose, commitment and ethical consequences of decisions.
 - b. The leader is admired as a model plant pride, loyalty, trust and alignment around a common goal.
2. Inspirational Motivation
 - a. Leaders articulate a compelling vision of the future.
 - b. Speaking enthusiastically optimistic.
 - c. Give encouragement and meaning to what needs to be done..
3. Intellectual stimulation indicators :
 - a. Encourage the expression of ideas from subordinates.
4. Consideration of individual indicators :
 - a. Taking into consideration the needs of subordinates, abilities and aspirations.
 - b. Listen attentively.
 - c. Their further development by mentoring, teaching, and training.

Therefore, a good leader is not easy, but must take care of the company, but also to be able to protect their employees.

➤ *Work Discipline*

Labor discipline will be a positive benefit to the organization, because with the work of the self discipline employees can complete tasks in accordance with standard rules of employment and on time according to predetermined.

According to Edy Sutrisno (2016: 89), discipline is the behavior of someone who is in accordance with the rules, procedures existing work or discipline is the attitude, behavior, and act in accordance with the rules of the organization both written and unwritten.

According to Siagian (2014), it is said that working discipline is a management action to encourage members of the organization to meet the demands of various provisions.

According Sinungan, Muchdarsyah (2014: 135), discipline is a mental attitude of a person or group of people are always willing to follow or comply with any rules or decisions that have been set.

According to Hasibuan (2010), working discipline can be interpreted as mutual respect and respect for a regulation stipulated by the company, either in writing or unwritten and able to run it and not ready to accept sanctions If you make mistakes or violations.

Dimensions of work discipline by Edy Sutrisno (2016: 94) argues that :

1. *Obey the rules of time*

Judging from hour to come to work, time to go home and rest on time in accordance with applicable rules in the company.

2. *Obey the regulations companies*

The ground rules on how to dress and behave in the work.

3. *Keeping to the rules of behavior at work*

Shown in ways do works in accordance with the position, duties, and responsibilities, and how to relate to other work units.

4. *Obedience to other regulations*

Rules about what is allowed and what should not be done by the employees of a company.

According to Singodimedjo (2016:89) There are several factors that affect the working discipline :

1. The size of the compensation may affect the enforcement of discipline, the employee will comply with all applicable regulations, if the employee feels that the service is rewarded with a reply to the collateral that has been contributed to the company.
2. Whether there is a leadership in the company, it is very important in enforcing the discipline of employees, because in the working environment, all employees will always pay attention and follow how the leader establishes his discipline, And how he can control himself from speech, deeds and attitudes that can harm the rules of discipline that have been set.
3. There is no definite rule that can be held, where the development of discipline will not be carried out in the company, if there is no definite written rules to be used as a handle together. Discipline is unlikely to be enforced when rules are made only based on verbal instructions that can vary according to the condition and situation.
4. Courage leadership in taking action, ie in taking action appropriate to the level of violations made, with their action against breaches of discipline, according to the existing sanctions, then all employees feel protected and in his promise not to do similar things.
5. In every activity undertaken by the company need and supervision, which will direct the employees to perform the work appropriately and in accordance with the stipulated.
6. Presence or absence of attention to employees, where employees are not only satisfied with the acceptance of high compensation, work against, but they still require great care of his own boss. Leaders who succeeded in giving greater attention to the employees will be able to create a good working discipline.
7. Created habits - habits that support the establishment of discipline. Positive habits include:

- a. Mutual respect, if the work environment bertemeu
- b. Catapult compliment according to time and place, so that the employees will also feel proud of the compliment.
- c. Often involving an employee in the meetings, especially meetings related to the fate and their work.
- d. Members know if you want to leave the workplace to fellow workers, to inform, where and for what matters, even to the subordinate though.

➤ *Work Environment*

According Apriyani (2011) that the working environment is everything that exists in the personal environment in connection with his work and who have strong relationships with a personal or employee, including physical factors and non-physical.

According Sedarmayanti (2011: 2), defines that: "The work is a whole tool tooling and materials at hand, the surrounding environment in which a person is working, working methods, as well as the arrangement works both as individuals and as a group."

According Suminar et. al (2015), explained that there are two dimensions of the working environment:

1. *Physical Work Environment*

Physical work environment are all circumstances the physical form that are around the workplace and can affect employees. With a variety of indicators:

- a. Building work
 - b. Adequate working equipment
 - c. Amenities
 - d. Availability of transportation infrastructure
2. *Non Physical Work Environment*

Non-physical work environment is the creation of a harmonious working relationship between employee and employer. With a variety of indicators:

- a. Relationship-level colleagues
- b. Employer relationship with employees
- c. Cooperation among employees

Sutalaksana, et.al (2014), stated that factors affecting the working environment are :

- a. Air temperature : The human body is always trying to maintain a normal temperature by adjusting by convection, radiation and evaporation if temperature changes outside the body.
- b. Humidity : Humidity is the amount of water contained in the air, usually expressed as a percentage. If the air is very hot temperatures and high humidity will cause a reduction in body heat on a large scale, which will result in metabolic rate.
- c. Air Circulation : Clean air, which contains enough oxygen required for normal metabolism. Air circulation is needed to restore oxygen levels to the circumstances of the original. Cool and fresh air in the work will help accelerate the recovery of the body due to tired after work.

- d. Lighting : Light or lighting is very useful for employees to get safety and smooth work of light that is less obvious, resulting in slow job completion, many have errors and less efficient in working.
- e. Loud noises : the sound problems need to be overcome if the level of intensity exceeded the threshold of noise. Given the job requires concentration, so noise should be avoided so that the implementation of the work can be done effectively so that labor productivity increases.
- f. Mechanical Vibration : Mechanical vibration is the vibration caused by the mechanical tools that are partially up to the body and cause unwanted consequences.
- g. Odors : odors (smelling gas) in the workplace can disturb the concentration of people at work, especially work that requires concentration.

- h. Color: The color of the workplace affects the ability of the eye to see the object, also psychologically affect the worker.

➤ *Theoretical Framework*

Agustin Maria (2013) *Management, FEB-Mercu Buana* Influence of Leadership Style on employee performance expressed Leadership Style positive and significant impact on employee performance.

Yoga Adi Nugroho (2017) *Management, FEB-Mercu Buana* which shows the results of that work discipline provide a significant and positive effect on employee performance.

Raden John Noble (2016) and Rohmatika Ika Dewi (2018) which shows the results of that work environment provides a positive and significant influence on employee performance.

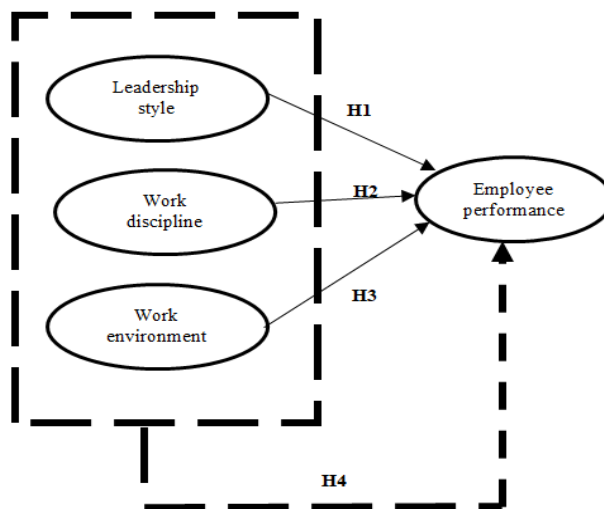


Fig 1:- Inter-Variable Relationship Model

➤ *Hypotheses*

Based on the problems found, the study of theory and previous research results that are relevant and framework that has been presented, the authors formulate hypotheses as follows :

- H1 : Leadership Styles affect the performance of employees
- H2 : Work Discipline influence on employee performance
- H3 : Work Environment influence on employee performance
- H4 : Leadership Style, Work Discipline, and Work Environment are influential together towards employee performance

III. RESEARCH METHODOLOGY

This study uses a quantitative approach because of concerns over the method of measurement and sample using deductive approach that emphasizes the priorities detailed in the data collection and analysis. This means that quantitative research as research that is based on the philosophy positifme, used to examine the population or a particular sample, using a data collection instrument of research, quantitative data analysis / statistics, with the aim to test the hypothesis that has been set.

Detailed information about the variables measured by the dimensions and indicators. The number of items can be seen in table 1 the independent variables (exogenous) as measured using a Likert scale, Leadership Style (X1), Work Discipline (X2), and the Working Environment (X3, while the dependent variable (endogenous) is employee performance (Y).

No.	Variable	Dimension	Indicator
1	Leadership Style (X1), Cheok San Lam, Eleanor R.E. O'Higgins (2012: 149- 174)	1. Idealized Influence (Charisma)	a. Leader to show confidence, emphasizing trust, taking the difficult issues, presenting their values are most important, and stressed the importance of purpose, commitment and ethical consequences of decisions b. The leader is admired as a model plant pride, loyalty, trust and alignment around a common goal
		2. Motivation inspirational	a. Leaders articulate a compelling vision of the future b. Speaking enthusiastically optimistic c. Provide impetus and meaning to what needs to be done
		3. Intellectual Stimulation	a. Encourage the expression of ideas from subordinates
		4. Consideration of individual	a. Considering the needs of subordinates. abilities and aspirations b. Listen attentively c. Their further development by mentoring, teaching and training
2	Work Discipline (X2), Edy Sutrisno (2016: 94)	1. Obey the rule of time	a. Hour to come to work, time to go home, and hours of rest
		2. Obey the regulations companies	a. The ground rules (how to dress and behave in a job)
		3. Taat against the rules of behavior at work	a. Doing the job in accordance with the position, duties, and responsibilities
		4. Obedience to other regulations	a. Rules that permitted or not by employees in the company
3	Working Environment (X3), Sedarmayanti (2015)	1. Physical Work Environment	a. Building Workplace b. Adequate working equipment c. Amenities d. Availability of transportation infrastructure
		2. Non Physical Work Environment	a. Relationship-level colleagues b. Employer relationship with employees c. Cooperation among employees
4	Employee Performance (Y), Kashmir (2016: 208)	1. Hard Skill	a. Quality b. Quantity
		2. Soft Skill	a. Timeliness b. Presence c. Ability to work together

Table 2:- Variable Research

➤ Population and Sample

The population in this study were employees of PT. Asuransi Ciputra Indonesia (Ciputra Life) amounting to 80 people. As for the sampling technique used was saturated sampling. In the case of this study population, the researchers refer to Ghazali and Sugiyono that adequate sampling number is between 30 and 500 the data .

➤ Analysis Method

This study uses regression analysis (Partial Least Square) / PLS for the fourth test the hypothesis proposed in this study. Each hypothesis will be analyzed using SmartPLS software version 3.2.8 to examine the relationship between variables. Approach Partial Least Square (PLS) is a free distribution (not assuming a certain distribution of data, it can be nominal, category, ordinal, interval and ratio). Partial Least Square (PLS) compared to other approaches and in particular the *maximum likelihood* method, Partial Least Square (PLS) are more common because of working with a small number of zero intercorrelation between

residual assumptions and variables. Ghazali (2016) explains that the PLS is a technique that is *soft modeling* analysis because it does not assume the data must be with a certain scale measurement (below 100 samples).

IV. RESULTS AND DISCUSSIONS

Results compiled descriptive data analysis of each variable were obtained. This research received about 80 employees of PT. Asuransi Ciputra Indonesia (Ciputra Life).

No.	Gender	Amount (people)	Percentage
1	Male	35	44%
2	Female	45	56%
Amount		80	100%

Table 3. Number of Employees by Sex
Sources: Primary data are processed by researchers

Based on research, there are 45 female employees with a percentage of 56%, while 35 employees are men with a percentage of 44%. This occurs because the female employee is suitable to work in sales and marketing of insurance. Skill and accuracy that is needed so that the results are satisfactory.

No.	Education	Amount(people)	Percentage
1	SMA	2	3%
2	D3	12	15%
3	S1	57	71%
4	S2	9	11%
Amount		80	100%

Table 4:- Respondents by Education
Sources: Primary data are processed by researchers

Based on research, there are two employees had high school with a percentage of 3%, there are 12 employees educated D3 with a percentage of 15%, there are 57 employees are educated with a percentage of 71%, while there are 9 employees educated S2 with a percentage of 11%. This happens because the employees are educated S1 is the primary education and general qualifications that are needed in the company. Have a minimum education S1 which is needed so that it can work more optimally and effectively in the enterprise.

No	Age	Amount (people)	Percentage
1	< 25 years	10	13%
2	25-35 years	38	48%
3	36-45 years	20	25%
4	46-55 years	7	9%
5	> 55 years	5	6%
Amount		80	100%

Table 5:- Number of Employees Age
Sources: Primary data are processed by researchers

In addition, based on age, at age <25 years is the age of the young and novice workers as much as 10, or as much as 13%. Age 25-35 years are productive age as 38, or as much as 48%. Age 36-45 years is a mature enough age to work as many as 20 people or as much as 25%. 46-55 years of age is the age of the senior and experienced as many as 7 people, or as much as 9%. And the last one is no age > 55 years is the age that is less productive.

Descriptive statistical analysis is used to understand the tendency to answer the questionnaire or how far the response of respondents by choice category using a Likert scale from a scale of 1 (completely disagree) to 5 (completely agree) to any variable declaration. Based on data collected, then tabulated to determine the distribution of responses of each indicator for each of the variables and the results showed the following:

- leadership style variable average of 2.88. This generally indicates that the style of leadership still must be

improved in accordance with the duties, functions, and how to be a true leader for his subordinates.

- work discipline variable average of 2.82. This generally indicates that the variable is still very poor and not in accordance with the provisions of the company's employees work discipline.
- Work environment has an average of 2.88. This indicates that these variables are good enough, in the working environment, physical and non physical.
- employee performance variable have an average value of 2.93. This indicates that the employee's performance is good enough and should be scaled back. Therefore to achieve a good performance of employees, the three variables above must be increased.

Measurement evaluation model (outer model) is made to understand the validity and reliability of the connection between the indicator with latent variables. Convergent validity test carried out by investigating individual item reliability, internal consistency, or reliability of the construct, and the average variance extracted. Evaluation of convergent validity of the investigation of individual items can be measured by the value of the standard load factor. Standard loading factor assesses the correlation between each indicator item and its construction. Rated loading factor used in this study is > 0.5 so that if the value of the loading factor <0.5 on the calculation results measurement model (outer model) will be excluded from the model.

Evaluation convergent validity of the assessment Average variance extracted (AVE) explained about the magnitude of the variable manifest variant that can be owned by the latent construct, the more/larger variant of the variable manifest conceived by the latent construct, the greater the representation of the variable manifest to its latent construction.

Evaluasi convergent construct validity the examination Average Variance Extracted (AVE) can be seen from the AVE based on the results of data processing by SmartPLS version 3.2.8

Variables	AVE Value
Leadership Style (X1)	0.529
Work Discipline (X2)	0.521
Working Environment (Y1)	0.510
Employee Performance (Y2)	0.559

Table 6:- Value Average Variance Extracted (AVE) of each variable

Source : Results of analysis using SmartPLS 3.2.8

In the table above it is known that the value of AVE for all variables has an AVE value of > 0.5. Evaluation of the validity convergent from the internal consistency reliability checks can be seen from the value of Cronbach's Coefficient Alpha and Composite Reliability (CR) which will be shown through the following table 6. The table that will be presented is the result of the calculation of SmartPLS version 3.2.8.

Variables	Cronbach's Alpha	composite Reliability
Leadership Style (X1)	0.811	0.867
Work Discipline (X2)	0.812	0.865
Working Environment (X3)	0.748	0.835
Employee Performance (Y)	0.792	0.860

Table 7:- The value of Cronbach's Coefficient Alpha and Composite Reliability (CR)

Source : Results of analysis using SmartPLS 3.2.8

As seen in the table it is known that the value of Cronbach's Coefficient Alpha for the variables of leadership style, work discipline, work environment and employee

Relationships Construct	Original Sample (O)	T Statistics (O/STDEV)	P Values
Leadership Style (X1) -> Employee Performance (Y)	0.883	10.067	0
Work Discipline (X2) -> Employee Performance (Y)	0.282	8.579	0
Working Environment (X3) -> Employee Performance (Y)	-0.162	1.943	0.053

Table 8:- Results of Testing Coefficient Path (Path Coefficient)

Source: Results of analysis using SmartPLS 3.2.8

To evaluate the value of R² based on calculations using version 3.2.8 SmartPLS calculate the algorithm showed that the R² value for the variable Employee Performance 0990. The R² value indicates that the level of determination of exogenous variables (variables Leadership Style (X1), Work Discipline (X2), and the Working Environment (X3) of the Endogenya are quite high.

Influence of Leadership Style variables simultaneously, Discipline Work and Work Environment on Employee Performance can be done by calculating the arithmetic f / f statistic using the formula as below.

a. R² = 0,990 (Performance Employees)

$$F \text{ count} = \frac{R^2}{\frac{(k-1)}{1-R^2/(n-k)}}$$

$$F \text{ count} = \frac{0.990}{\frac{(4-1)}{1-0.990/(80-4)}}$$

$$F \text{ count} = 0.330 / 0.0013$$

$$F \text{ count} = 253.84$$

Significant test results simultaneously used to test the hypothesis :

b. Influence of Leadership Style variables simultaneously, Discipline Work and Work Environment on Employee Performance.

F count in this research is 253.84 and the value of F table at 0.05 alpha is 2.72. This means F count > F table (2.72), so Ha is accepted.

➤ *GoF Testing*

The purpose of conducting GoF testing is to perform the combined performance validation between the measuring model (Outer model) with the structural model (inner model) obtained through manual calculations as follows :

$$GoF = \sqrt{AVE \times R^2} = \sqrt{0.529 \times 0.990}$$

performance is greater than 0.7 or even close to 1 and the value of Composite Reability (CR) of more than 0.7. For all variables the study of more than 0.80 or even close to 1. The values of this ditabel already exceeds that of the default, each of which is >0.7, so that all variables in the study otherwise reliable. For the evaluation of the structural model (inner model) or hypotheses in this study conducted a few steps, such as assessing the value of the path coefficient, evaluating the value of R2, the effect size f2, validate the entire structural model by using Goodness of Fit Index (GoF), And perform predictive relevancy test (Q2). Meanwhile,

$$GoF = \sqrt{0.523} = 0.723$$

Information :

$$AVE = (0.529 + 0.521 + 0.510 + 0.559) / 4 = 0.529$$

$$R \text{ square} = 0.990$$

The results of the Goodness of Fit Index (GoF) shows the value of 0.723. According Ghozali and Latan (2015), the value of small GoF = 0.1, GoF medium = 0.25 and GoF great = 0.36. Based on the results of the calculation can be concluded between the combined value measurement model (outer model) and structural models (inner model) as a whole is pretty good because the value of Goodness of Fit Index (GoF) of more than 0.36 (large scale GoF).

➤ *Predictive testing Relevance (Q²)*

Purpose To do examination predictive relevance (Q²) is to validate the models. Q calculation results² are as follows:

$$Q^2 = 1 - (1 - R^2) = 1 - (1-0.990) = 1-.01 = 0.99$$

Based on the calculation of Q² on top of this, it can be obtained information that its relevance predictive value was 0.99. In this study, it can be concluded that the endogenous latent variable has a value of Q² is greater than 0 (zero), so that the latent exogenous variables as explanatory variables were able to predict the endogenya variable is the performance of employees. In other words that this model has predictive relevance rated very high because the value of Q² is almost close to 1.

❖ *Hypothesis Testing*

Testing the hypothesis of the above results about the influence of exogenous variables of leadership style (X1), work discipline (X2), and the work environment (X3) against endogenous variable employee performance (Y), and also below relates to the effect of mediation or the effect of mediation in this regard career development.

Relationships Construct	Original Sample (O)	T Statistics (O / STDEV)	T Table	Conclusion
Leadership style (X1) -> Employee Performance (Y)	0883	9917	1,666	$T_{stat} > T_{Table}$ (H1 accepted)
Work discipline (X2) -> Employee Performance (Y)	0282	8960	1,666	$T_{stat} > T_{Table}$ (H2 accepted)
Working Environment (X3 -> Employee Performance (Y)	-0162	1,948	1,666	$T_{stat} > T_{Table}$ (H3 accepted)

Table 9:- The Impact of Independent Variables to the Dependent Variable Simultaneously
Source: Results of analysis using SmartPLS 3.2.8

The statistical results are provided on the table above for structural models with the hypotheses as follows :

1. Hypothesis 1 - Leadership Style effect on Employee Performance

Path coefficients obtained for 0.883 and $t_{count}(9.917) > t_{table}(1.666)$ with p equal to 0.000, thus H1 accepted (p < 0.05) and H0 is rejected, Leadership Style significant positive effect on employee performance.

2. Hypothesis 2 - Work Discipline effect on Employee Performance

Retrieved path coefficient of 0.282 and $t_{count}(8.960) > t_{table}(1.666)$ with p equal to 0.000, thus H2 received (p < 0.05) and H0 is rejected, Work Discipline significant positive effect on employee performance.

3. Hypothesis 3 - Working Environment influence on Employee Performance

Retrieved path coefficient of -0.162 and $t_{count}(1.948) < t_{table}(1.666)$ with p equal to 0.052, thus H3 is rejected (p > 0.05) and H0, Work Environment positive but not significant effect on the Employee Performance

The results of this study indicate that the style of leadership and discipline significant positive on the performance of employees, while a positive work environment but not significant to the performance of employees.

➤ Influence of Leadership Style on Employee Performance (Hypothesis 1)

The hypothesis of the leadership style towards employee performance is concluded that the leadership style has a significant positive impact on employee performance, an active employer participating in subordinates and providing appreciation and solutions to its employees.

➤ Influence of Work Discipline on Employee Performance (Hypothesis 2)

Results of the hypothesis of work discipline on employee performance, because it is concluded that the work discipline has a significant positive impact on employee performance, working discipline is crucial to improve employee's work productivity and effectiveness and also employee work efficiency of the company.

➤ Influence of Work Environment on Employee Performance (Hypothesis 3)

Hypotheses result in that the work environment is positively influential but not significant to the employee's performance and concluded that the physical or non-physical work environment does not significantly affect the employee's performance.

➤ Influence Leadership Style, Discipline Work and Work Environment on Employee Performance (Hypothesis 4)

Hypothesized results showed that H4 was accepted and concluded that leadership styles, work disciplines, and working environments together – were equally influential in employee performance.

V. CONCLUSIONS AND RECOMMENDATIONS

Based on the results of research and discussion in the previous chapters can put forward some conclusions as follows :

1. The leadership style variables have a positive and significant impact on employee performance, with a participatory leadership indicator that is most powerful in effect.
2. Working discipline variables have a positive and significant effect on the employees ' performance of the work indicator on time, which is most powerful.
3. Working environment variables are positive but not significant to the employee's performance, with indicators of workplace conditions and the relationship between co-workers that are most strongly influential.
4. Variable leadership styles and working disciplines have a positive and significant impact on employee performance, with participatory leadership indicators and the timely work of the strongest influence. Meanwhile, the working environment variables are positively and insignificant to the employees performance with indicators of workplace conditions and relationships among the most powerful co-workers.

Based on the analysis and discussion of some of the above conclusions, the suggestions can be given to supplement the results of this study, as follows:

1. For corporate agencies, judging by each of these variables :

a. *Leadership Style*

- ◆ Building leadership program needs to be made in which there are programs for the leader of the team, to carry out the duties that will affect his subordinates in preparing the work assignments of the employees themselves.

b. *Work Discipline*

Need to be made internal regulations concerning working time target precise and accurate in order to set the accurate information in terms of employee discipline, because the level of employee discipline is very influential in the employee's performance.

c. *Work Environment*

- ◆ To evaluate the exact working hours for employees, so employees will be more effective in their work.

d. *Employee performance*

- ◆ In this company the employee's performance is not achieved properly, need to be evaluated and make provisions on the specifications of work done or the duties and functions of the work performed by the employee.

2. *For Further Research*

Expectations of the authors that further research might explore related variables that affect employee performance. The influence of leadership style as a very dominant first factor to employee performance observed in this study. Work discipline and working environment that also affects the performance of employees in this study open the possibility of other influences of other variables.

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