INFLUENCE OF PHYSICAL WORK ENVIRONMENT, LEADERSHIP STYLE AND WORK STRESS ON EMPLOYEE PERFORMANCE AT PT. XXX

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Abstract

Background: The importance of human resources in an organization or company is to determine the success of the organization or company in achieving its goals, because whether or not a company is successful in achieving its goals really depends on the ability of its human resources or employees in carrying out the tasks given.

Purpose: This research aims to analyze and identify the influence of the physical work environment, leadership style and work stress simultaneously and partially on employee performance.

Methodology: The analytical method used in this research is a descriptive method, multiple linear regression analysis with a quantitative approach and with a sample of 74 respondents

Results: The results of the research show that 1) the physical work environment, leadership style and work stress simultaneously have a positive and significant effect on employee performance 2) the physical work environment and leadership style partially have a positive and significant effect on employee performance, 3) work stress partially does not significant and negative effect on employee performance.

Keywords: Physical Work Environment, Leadership Style, Work Stress and Employee Performance

I. INTRODUCTION

Human resources are a very important aspect for organizational interests because human resources are the capital that determines competitive advantage and success in achieving company goals. Human resources are one of the input elements (*input*) which together with other elements such as materials, capital, machines and technology are converted into output (*output*) and contribute labor, thoughts, and involvement in achieving organizational goals

Employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Kasmir, 2018). Employee performance can be measured through several indicators, namely as follows: quality, quantity, time, cost reduction, and relationships between employees (Kasmir, 2018). Factors that influence performance include abilities and skills, knowledge, work plans, personality, work motivation, leadership and supervision, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline (Kasmir, 2018). Meanwhile, according to other experts, factors that can influence performance include: motivation, job satisfaction, stress levels, physical conditions of work, compensation systems, and job design (Wicaksono, 2017).

The work environment has a direct relationship with an employee's performance. With a good work environment, employees will work diligently to carry out their work. According to Afandi (2018), the work environment is everything that is around employees and can influence them in carrying out the tasks assigned to them, for example: temperature, ventilation, cleanliness of the workplace, presence of air *conditioner* (AC), adequate lighting, and so on. According to Afandi (2018), work environment indicators

consist of lighting, color, air and sound. This is in accordance with research conducted by Djamaini (2019), the results of the research state that the work environment has a partial positive and significant influence on employee performance.

Increased performance is not only influenced by the work environment, but is also influenced by leadership style because leaders as the driving force of an organization or company play an important role in creating a work atmosphere and encouraging or motivating their employees. Leadership style is the behavioral patterns that a leader applies in working with other people as perceived by people (Kartono, 2016). The indicators of leadership style are traits, habits, temperament, character and personality (Kartono, 2016). This is in accordance with research conducted by Hasyim (2020), stating that leadership style has a partial positive and significant influence on employee performance.

Apart from the work environment and leadership style, work stress also influences employee performance. Work stress is an interaction between a person and an environmental situation or stress that is considered threatening or challenging, and causes psychological, physiological, behavioral and organizational disorders. According to Zhenzhen (2014), work stress is tension that results in an imbalance in the psychological state of employees which can affect the way they think, emotions and their own condition. The indicators of work stress are worry, anxiety, pressure and frustration (Zhenzhen, 2014). This is in accordance with research conducted by Ahmad et al (2019), stating that work stress has a partial positive and significant influence on employee performance.

Previous research conducted by Peggy et al (2022), the results of the study stated that leadership style, work stress and work environment had a positive and significant effect on employee performance. Meanwhile, according to research by Putri et al (2021), the results of the study state that leadership style, work environment and work stress have a significant effect on employee performance.

Based on Table 1.1, it can be concluded that the failure to achieve this target is thought to be due to the low performance of employees at PT. XXX is characterized by a lack of employee ability to meet the targets set by the company and inadequate work quality. This is thought to be due to an uncomfortable work environment and a leadership style that has different characteristics and temperament, resulting in employees experiencing symptoms of work stress and causing the company to suffer losses as a result of not achieving targets determined by the company.

The aim of this research is to determine and analyze simultaneously and partially employee performance, physical work environment, leadership style and work stress at PT. XXX. Based on this description, an uncomfortable work environment, a leadership style that has poor characteristics and temperament and work stress resulting from pressure imposed by the company, are thought to influence employee performance. If this problem is left unchecked, the impact will affect the continuity and goals the company wants to achieve. Therefore, researchers need to conduct research with a title "The Influence of the Physical Work Environment, Leadership Style and Work Stress on Employee Performance at PT. XXX"

II. METHODOLOGY

The method used in this research is a descriptive verification method with a quantitative approach. And using primary data obtained through distributing questionnaires. The measurement scale in this research is a Likert scale, with data testing using validity, reliability, classical assumption tests, namely the normality test, multicollinearity test, and heteroscedasticity test. After testing the instrument, multiple linear regression analysis, multiple correlation and coefficient of determination were carried out. Then, hypothesis testing is carried out simultaneously (F test) and finally partial testing (t test).

The population in this study were all employees of PT. XXX as many as 74 people. According to experts, the appropriate size in research is 30 to 500, if the population is less than 100 then the total number of samples is taken, but if the population is more than 100 people, then 10-15% or 20-25% of the population can be taken (Arikunto , 2016). In this research, researchers used the method non probability *sampling*, while the sampling technique used is saturated sampling, namely a sample collection technique when members of the population are used as sample members.

Validity test, reliability test and classic assumption test

1.   The validity test is the equality of data reported by researchers with data obtained directly that occurs on research subjects (Sugiyono, 2017).

The results of the validity test for physical work environment items have a calculated r value ≥ 0.3 with the highest value being 0.604 and the lowest value being 0.328 so that the physical work environment item is declared valid. The results of the validity test of the leadership style items have a calculated r value ≥ 0.3 with the highest value being 0.604 and the lowest value being 0.338 so that the leadership style items are declared valid. The results of the validity test for work stress items have a calculated r value ≥ 0.3 with the highest value being 0.673 and the lowest value being 0.357 so that the work stress item is declared valid. The results of the validity test of employee performance items have a calculated r value ≥ 0.3 with the highest value being 0.568 and the lowest value being 0.321 so that the employee performance item is declared valid.

2.   The reliability test is that the physical work environment variable is measured with 8 statement items, the leadership style variable is measured with 10 statement items, the work stress variable is measured with 8 statement items and the employee performance variable is measured with 10 statement items. To see the statistical results for variables X and Y obtained from the results of data processing with 30 questionnaires, each variable has a Cronbach alpha value above 0.6. This shows that each variable X and Y can be stated to have acceptable reliability.

3.   The normality test in this research was carried out using the Kolmogorov Smirnov Normal Probability Plot method in the SPSS 25 program. If the significance value is ≥ the real level (0.05), then the data distribution is declared normal, and vice versa.

   a.   The results of the normality test using a normal probability plot can be explained that the points are distributed around the diagonal line and the distribution of data points is in the direction of the diagonal line, this shows that the regression model fulfills the normality assumption and fulfills the normality assumption. The regression model is suitable for analyzing the influence of the independent variable on the dependent variable. Meanwhile the results of one sample *kolmogrov smirnov* results can be obtained *one kolmogorov-smirnov sample* Asymp value. signature. (2-tailed) namely 0.200. This shows that the data is normally distributed because the Asymp value. signature. (2-tailed) greater than 0.05.

   b.   The multicollinearity test shows that the tolerance value for each variable has a value greater than the tolerance value (0.5) and the VIF value is smaller than 5. This shows that the independent variables in the regression model do not have multicollinearity problems.

   c.   Heteroscedasticity Test It can be concluded that there is no heteroscedasticity in the research data. So the regression model is suitable to be used to predict each variable in this research.

In this research a likert scale was used. Based on the number of alternative answer criteria, the class length intervals are obtained as follows:

$$I \ = \ \frac{5\text{-}1}{5} \ = 0,8$$

Based on the results of calculating the length of class intervals, the assessment criteria in Table 2 are obtained as follows:

Table 3.12 Interval Class and Assessment Criteria

Interval Class	Mark	Interpretation			
	Rate-Rata	Environment Physical Work	Leadership Style	Work stress	Performance Employee
I	1,00 – 1,80	Very Not Good	Very Inappropriate	Very high	Very low
II	1,81 – 2,60	Not good	Inappropriate	Height	Low
III	2,61 – 3,40	Pretty good	Suitable enough	Enough	Enough

| IV | 3,41 – 4,20 | Good | In accordance | Low | Height |
| V | 4,21 – 5,00 | Very good | Very suitable | Very low | Very high |

Source Sugiyono, (2017)

According to multiple correlationists (*multiple correlation*) is a number that shows the direction and strength of the relationship between two independent variables together or more than one dependent variable (Sugiyono, 2017). Correlation analysis can obtain an r value between -1, 0 to 1. This notation uses the correlation or relationship between the variables tested in the research

1. When $r = 0$ or close to 0, then there is no relationship between the two variables or it can also be concluded that the relationship between the two variables is very weak.
2. When $r = 1$ or close to 1, then the relationship between the two variables is unidirectional and very strong, meaning the values increase*X* will be followed by an increase in values*AND*, or otherwise
3. When $r = -1$ or close to -1, then the relationship between the two variables is in the opposite direction and very strong, meaning the values increase*X* will be followed by a decline in values*AND*, or otherwise.

This test was carried out to determine the closeness of the relationship between the independent variables of the work environment (X_1), leadership style (X_2) and work stress (X_3) with the dependent variable employee performance (Y). According to experts, the coefficient of determination (R^2) is measuring how far the model's ability is to explain variations in the dependent variable (Ghozali, 2018). The coefficient of determination value is between zero and 1 (one). A small R2 value means that the ability of the dependent variables is very limited. A value close to one means that the independent variables provide almost all the information needed to predict variations in the dependent variable.

Hypothesis testing
F Test (Simultaneous)
The F test is a significant equation test that is used to find out how much influence the independent variables together have on the dependent variable.
1. Hypothesis formulation
The formula that will be used in this hypothesis is as follows:
   a. Ho: $\beta i \leq 0$; There is no positive and significant influence simultaneously on the physical work environment, leadership style and work stress on employee performance at PT.XXX.
   b. Ha : $\beta i > 0$; There is a simultaneous positive and significant influence of the physical work environment, leadership style and work stress on employee performance at PT.XXX.
2. F Test Decision Criteria
   a. When F_{count} smaller than F_{table} ($F_{count} < F_{table}$), at $\alpha = 0.05$, Ho is accepted and Ha is rejected, meaning that the physical work environment, leadership style and work stress do not have a positive and significant effect on employee performance.
   b. When F_{count} greater than F_{table} ($F_{count} > F_{table}$), at $\alpha = 0.05$ then Ho is rejected and Ha is accepted, meaning that the work environment, leadership style and work stress have a positive and significant effect on employee performance.

t Test (Partial)
   Hypothesis formulation
1. X_1 against Y
H01 : $\beta 1 \leq 0$:   The physical work environment does not have a positive and significant effect on employee performance at PT. XXX.
Ha1 : $\beta 1 > 0$:   The physical work environment has a positive and significant effect on employee performance at PT. XXX.

2. X_2 against Y
H02 : $\beta2 \leq 0$:   Leadership style does not have a positive and significant effect on employee performance at PT. XXX.
Ha2 : $\beta2 > 0$:   Leadership style has a positive and significant effect on employee performance at PT. XXX.

3. X_3 against Y
H03 : $\beta3 \geq 0$:   Work stress does not have a negative and significant effect on employee performance at PT. XXX.
Ha3: $\beta3 < 0$:   Work stress has a negative and significant effect on employee performance at PT. XXX.

T test decision criteria
The criteria for formulating the t test are as follows:
1. For the physical work environment if $t_{1\ count}$ smaller or equal to than t_{table} ($t_{count} \leq t_{table}$) at $\alpha = 0.05$, then Ho is accepted and Ha is rejected. This means that the physical work environment does not have a positive and significant influence on employee performance. Meanwhile, if t_{count} greater than t_{table} ($t_{count} > t_{table}$) at $\alpha = 0.05$, then Ho is rejected and Ha is accepted. This means that the physical work environment has a direct positive effect on employee performance.
2. For leadership style if $t_{1\ count}$ smaller or equal to than t_{table} ($t_{count} \leq t_{table}$) at $\alpha = 0.05$, then Ho is accepted and Ha is rejected. This means that leadership style does not have a positive and significant influence on employee performance. Meanwhile, if t_{count} greater than t_{table} ($t_{count} > t_{table}$) at $\alpha = 0.05$, then Ho is rejected and Ha is accepted. This means that leadership style has a direct positive effect on employee performance.
3. For work stress when t_{count} greater than or equal to t_{table} ($t_{count} \geq t_{table}$) at $\alpha = 0.05$, then Ho is accepted and Ha is rejected. This means that work stress does not have a negative and significant influence on employee performance. Meanwhile, if t_{count} smaller than t_{table} ($t_{count} < t_{table}$) at $\alpha = 0.05$, then Ho is rejected and Ha is accepted. This means that work stress has a negative effect on employee performance.

The one-party test for physical work environment and leadership style variables can be seen in Figure 3.5 below:
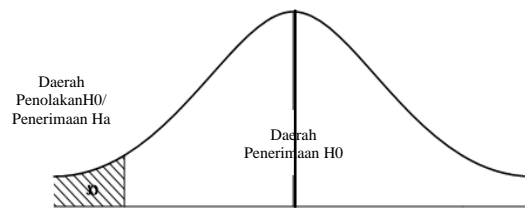

Figure 3.5 Right One-Party Test
Source: Sugiyono (2017)

Figure 3.5 explains that this research hypothesis testing uses a one-sided right-hand test. In the physical work environment and leadership style variables, hypothesis testing uses a one-sided right-hand test because previous research has proven that the physical work environment and leadership style have a positive and significant influence on employee performance, so hypothesis testing aims to test how big the influence is between the physical work environment. and leadership style on employee performance at PT. XXX.

The one-party test for the work stress variable can be seen in Figure 3.6 below:

Picture 3.6 Test One Left Side
Source: Sugiyono (2017)

Figure 3.6 explains that this research hypothesis testing uses a left-hand one-sided test. In the work stress variable, hypothesis testing uses a one-sided left test because previous research has proven that work stress has a negative and significant influence on employee performance, so the hypothesis test aims to test how much influence work stress has on employee performance at PT. XXX.

III. RESULTS AND DISCUSSION

The results of the recapitulation of employee responses to physical work environment variables have an average value of 3.79 and are included in the good criteria. This shows that employees at PT. XXX stated that the physical work environment was good. The answer with the highest score was 3.89 and was included in the good criteria. Meanwhile, the lowest score was 3.70, namely the statement that the temperature in the employee's workplace was appropriate and ventilation in the workplace minimally affected body temperature, and was included in the good criteria.

The results of the recapitulation of employee responses to the leadership style variable have an average value of 3.76 and are included in the appropriate criteria. This shows that employees at PT. XXX stated that the existing leadership style was appropriate. The answer with the highest score was 3.89 and was included in the appropriate criteria. Meanwhile, the lowest score was 3.49, namely on the personality indicator, and was included in the appropriate criteria.

The results of the recapitulation of employee responses to the work stress variable have an average value of 3.88 and fall into the low criteria. This shows that employees who experience stress due to working at PT. XXX stated that it was low, this could increase beverage production results. The answer with the highest score was 3.91 and fell into the low criteria. Meanwhile, the lowest score was 3.85, namely the worry indicator, and falls into the low criteria.

The recapitulation results of employee responses to employee performance variables are 3.77 and fall into the high criteria. This shows that employees at PT. XXX stated that the existing performance was high. The answer with the highest score was 3.86 and was included in the high criteria. Meanwhile, the lowest score was 3.62, namely the relationship indicator between employees with high criteria.

The form of the equation is calculated using multiple linear regression analysis. The following results of calculating the form of functional relationships using multiple linear regression analysis are obtained in the following table:

Table 4.28 Regression Coefficients and Significant Test Coefficients

	Coefficients[a]							
	Unstandardized Coefficients		Standardized Coefficients				Collinearity Statistics	
Model	B	Std. Error	Beta		t	Say.	Tolerance	VIF
1 (Constant)	4,365	2,531			1,724	,089		
PHYSICAL WORK ENVIRONMENT	,265	,104	,181		2,560	,013	,595	1,681
LEADERSHIP STYLE	,238	,064	,261		3,741	,000	,611	1,637
WORK STRESS	,529	,066	,584		8,063	,000	,568	1,762

a. Dependent Variable: Employee Performance
Source: Primary data processed, 2023

The influence of each of these variables can be interpreted as meaning that the regression coefficient for the physical work environment, leadership style and work stress has a positive influence on employee performance (Y).

Multiple Correlation Test Results

Multiple correlation analysis was carried out to determine the relationship between physical work environment variables, leadership style and work stress on employee performance, namely by looking at the R value. Correlation results from independent variables consisting of physical work environment (X1), leadership style (X2), and stress work (X3) with the dependent variable namely employee performance (Y) at PT. XXX shows an R value of 0.890 which is in the value range (0.80 – 1.000) which is included in the very strong category. The relationship between the independent variable and the dependent variable has a strong relationship. This means that the better the physical work environment, the more appropriate the leadership style and the better at managing work stress, the higher the performance.

The R Square result is 0.782 or 78.2%. This shows that the percentage contribution of the influence of the physical work environment, leadership style and work stress on employee performance is 78.2% and the remaining 21.8% is influenced by other factors that were not researched, such as economic, financial, technological, political and cultural factors.

Regression Coefficient Test Results (F Test Hypothesis)

Before being used as a basis for drawing conclusions, the regression equation obtained and fulfilling the regression assumptions through previous testing needs to be tested for the regression coefficients simultaneously (F test). The F test criteria is if $F_{count} > F_{table}$ then the physical work environment (X_1), leadership style (X_2), and work stress (X_3) has a positive and simultaneous effect on employee performance (Y). When $F_{count} < F_{table}$ then it does not have a simultaneous effect. To see the effect of the F test, the hypothesis will be tested as follows:

1. $H0: b_i \leq 0$: This means that there is no positive and significant influence simultaneously on the physical work environment, leadership style and work stress on employee performance at PT. XXX.
2. $Ha: b_i > 0$: This means that there is a simultaneous positive and significant influence of the physical work environment, leadership style and work stress on employee performance at PT. XXX.

Based on F value$_{count}$ of 88.466 and a value of F_{table} for $\alpha = 0.05$ with V degrees of freedom$_1 = 4 - 1 = 3$ and $V_2 = 74 - 3 - 1 = 70$. The result of the degrees of freedom is the F value$_{table}$ 2,736. It can be seen that F_{count} greater than F_{table} namely $88.466 > 2.736$ so it can be concluded that H_0 rejected and H_a accepted, meaning that the independent variables in this research, namely the physical work environment, leadership style and work stress have a positive and significant effect on employee performance at PT. XXX.

Partial Regression Model Testing (t-test)

The t test is carried out by comparing t_{count} with t_{table}. If t_{count} greater than t_{table} ($t_{count} > t_{table}$) then shows that the independent variable has a partial effect on the dependent variable.

1. Influence of the physical work environment (X_1) on employee performance (Y)

Results t_{count} on the physical work environment variable of 2.560 and the t value$_{table}$ for $\alpha = 0.05$ with degrees of freedom $74 - 3 - 1 = 70$ of 1.667 means $t_{count} > t_{table}$ ($2,560 > 1,667$) face H_0 rejected and H_a accepted. This means the physical work environment (X_1) has a partially positive and significant influence on employee performance (Y).
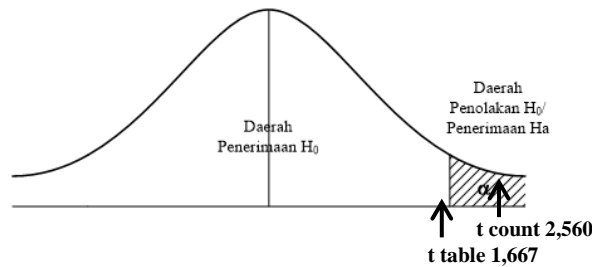
Figure 4.3 Results of t-test of regression coefficients for physical work environment variables
Source: Primary data processed, 2023

This can be seen from the regression coefficient value of 2.560 and has a probability value of 0.000 < 0.05 that the presence of a physical work environment will have an effect on increasing employee performance.

2.   Influence of leadership style (X_2) on employee performance (Y)

Results t_{count} on the leadership style variable is 3.741 and the t value$_{table}$ for $\alpha = 0.05$ with degrees of freedom $74 - 3 - 1 = 70$ of 1.667 means $t_{count} > t_{table}$ (3,741 > 1,667) eye H_0 rejected and H_a accepted. This means leadership style (X_2) has a partially positive and significant influence on employee performance (Y).
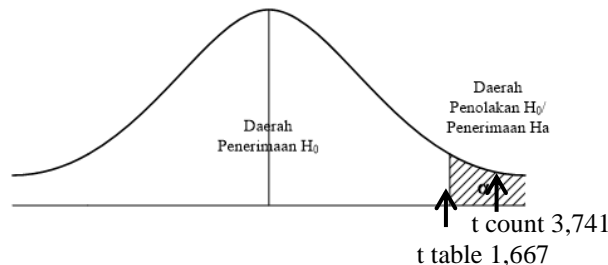

Figure 4.3 Results of the Leadership Style Regression Coefficient t-test
Source: Primary data processed, 2023

This can be seen from the regression coefficient value of 3.741 and has a probability value of 0.000 < 0.05 that the presence of a leadership style will have an effect on increasing employee performance.

3.   The influence of work stress (X_3) on employee performance (Y)

Results t_{count} on the work stress variable of 8.063 and the t value$_{table}$ for $\alpha = 0.05$ with degrees of freedom $74 - 3 - 1 = 70$ of -1.666 means $t_{count} > t_{table}$ (8,063 > -1,667) eye H_0 accepted and H_a rejected. This means work stress (X_3) does not have a negative and significant influence on employee performance (Y).
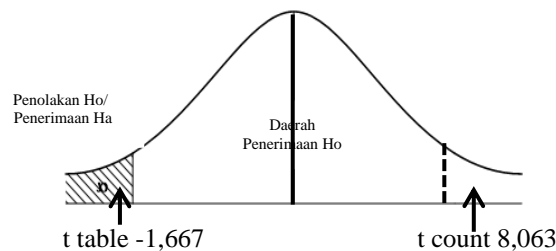

Figure 4.3 Work Stress Regression Coefficient t-test Results
Source: Primary data processed, 2023

This can be seen from the regression coefficient value of 8.063 and has a probability value of 0.000 < 0.05 that the presence of a leadership style will have an effect on increasing employee performance.

Based on the results of employee assessments regarding the physical work environment, leadership style and work stress on employee performance at PT. XXX, the recapitulation of the t-test is as follows:

Table 4.30 Recapitulation of Test Results on Partial Regression Coefficients

No	Independent Variable	t_{table}	t_{count}	Say.	A	Information
1	Physical work environment	-1,666	2,560	0,013	0,05	Positive and significant influence
2	Leadership style	-1,666	3,741	0,000	0,05	Positive and significant influence
3	Work stress	-1,666	8,063	0,000	0,05	The effect is not negative and significant

Source: Primary data processed, 2023

Based on Table 4.30, it is known that the partial regression coefficient results between the physical work environment, leadership style and work stress each influence employee performance. This is shown by the t value$_{count}$ of all these variables is greater than t_{table}. With this, the work stress variable (X_3) is the variable with the most dominant influence on employee performance.

IV. CONCLUSIONS AND NEWNESS

Conclusion

Based on the results of the research and hypothesis testing obtained, the following conclusions can be drawn:

1. Employee responses to the physical work environment, leadership style and work stress on employee performance at PT. XXX is as follows:
   a. The average employee assessment response to the physical work environment is in the good category, with the highest score on the sound item which can provide smoothness and increase concentration so that work can be carried out efficiently so that work productivity increases. Meanwhile, the lowest score was for the air item.
   b. The average employee response to leadership style is in the appropriate category, with the highest score on the character item where a leader determines excellence in confidence, perseverance, endurance and courage. Meanwhile, the lowest score was on the personality item which was not able to accept suggestions or input from employees.
   c. The average employee response to work stress is in the low category, with the highest score on the pressure item, this is able to influence a worker's feelings so that they are able to carry out their duties and work. Meanwhile, the lowest score was for worry about something new or anxiety about carrying out work.
   d. The average employee response to performance is in the high category, with the highest score on the quantity (amount) item where employees are able to provide good results and the amount targeted by the company. Meanwhile, the lowest score is on the relationship item between employees, where employees do not support each other to produce better work.
2. Based on the results of the simultaneous test (Test F), it shows that the physical work environment, leadership style and work stress simultaneously have a positive and significant effect on employee performance at PT. XXX.
3. Partial test results (t test) are as follows:
   a. Physical work environment (X_1) has a positive and significant effect on employee performance at PT. XXX.
   b. Leadership style (X_2) has a positive and significant effect on employee performance at PT. XXX.
   c. Job stress (X_3) has no negative and significant effect on employee performance at PT. XXX.

Newness

The newness discovered in this journal are described below:

1. The novelty in this research is the physical work environment and leadership style variables to determine employee responses to these variables and their influence on employee performance at PT. XXX.

2. The findings in this research are that physical work environment variables and leadership style have a positive and significant effect on employee performance variables at PT. XXX.

3. Another novelty is the discovery of the work stress variable, where in this study work stress has no negative and significant effect due to several reasons where work stress has no effect on employee performance at PT.XXX

4. The place and time as well as the samples used in this research can be used as a reference in research on companies operating in the same field as the variables used for research.

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