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**EFFECT OF LEADERSHIP, EFFECTIVE COMMUNICATION AND PHYSICAL WORK
ENVIRONMENT ON EMPLOYEE PERFORMANCE
PT. KAYAN PLANTATION, BULUNGAN DISTRICT**

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Abstract

The Influence of Leadership, Effective Communication and Physical Work Environment on Employee Performance at PT. Kayan Plantation, Bulungan Regency. The research was done on purpose to help determining the influence of leadership roles, effective physical and communication work environment on performance of employee at PT. rich plantation. This reasearch type is using quantitative descriptive research. The population used was the employees of PT Kayan Plantation, Bulungan Regency. The method used in data collection used by researchers is probability sampling, ie data collection or retrieval is not randomly getting chosen, this study also uses saturated sampling or census. The sample taken for were employees of PT Kayan Plantation, Bulungan Regency. Researchers took a sample of 66 employees from PT Kayan Plantation, Bulungan Regency. Then the data is going to be tested for its quality applying the test of validity and the test of reliability. The data were then getting tested by the classical multiple regression assumption. This obtained test of normality, the test of multicollinearity and also the test of heteroscedasticity. The data were going to be analyzed by applying the determination coefficient test, partial test (t) and also simultaneous test (f). The study results found that there are the influence of leadership, effective communication and also environment of physical work on the performance of employee at PT. Kayan Plantation, Bulungan Regency. Leadership gives such a positive and significant influence on employee performance at PT. Kayan Plantation, Bulungan Regency. Effective Communication gives insignificant and negative influence on Performance of Employee at PT. Kayan Plantation, Bulungan Regency. Physical Work Environment gives positive and also significant effect on Performance of Employee at PT. Kayan Plantation, Bulungan Regency

Keywords: Leadership, Effective Communication, Work Environment, Physical, Employee Performance

Introduction

In a company, of course, there are many employees who have different work qualities and abilities that can improve the quality of their performance. Therefore, employees certainly need support from leadership, both effective communication and from the physical work environment on purpose to help improving the quality of better performance.

Data said that there are found some factors which are able to influence the results of performance of employee, for example the leadership support. Leadership is defined as the relationship of someone, namely the leader, giving her or his influences to other person or group voluntarily in an effort to do related tasks to achieve what the leader wants, Ansory and Indrasari (2018). Being a company leader, of course, a leader will apply the leadership role needed in making decisions, giving instructions, guiding employees, and giving good influence to employees to be able to work together in carrying out other activities and tasks in achieving goals. .

In order to help supporting from leadership in improving employee performance, effective communication can also influence the performance of employee. Based on (Study et al., 2019) Effective communication is needed so that companies know what employees need besides that communication will also facilitate the exchange of information relevant to the work and will improve the implementation of the organization's work. Effective communication is communication that can produce a change in attitude. Effective communication occurs when employees reach the same understanding as the company, the purpose of effective communication is to influence others to take actions that can encourage people to think in new ways to develop their potential.

Communication does not only occur with superiors but also between co-workers, so that every employee who does a good job are going to influence performance of employee. Leading to the of their responsibilities. If communication between leaders and subordinates or fellow employees turns well, it will influence the performance of employee.

Improving the performance of employee is not just related to leadership and communication in effective way, but also the work environment physically that is able to help fostering morale of employee and indirectly help to improve their performance. Based on Sedarmayanti (2011), the physical work environment is known as the entire physical situations found at the workplace, which is able to affect the employees both in direct and indirect way. Simamora (2016) said that by getting attention to the physical work environment or making working situations which can help providing kind of motivation in working, it will tend to give effect on the employees enthusiasm in working. The work environment comforty is thing that employees need to support the work and so the employee performance is able to get increasing optimally.

In maintaining the welfare of a company, it is not enough just to have leadership support, effective communication and a physical work environment, but the results of employee performance are also an important part to pay attention to where performance according to (Heriyanti, 2021) said that both in quality or quantity of employee. in finisihing their duties that become their responsibilities. The performance of employee is the main thing seen by the company to carry out work assessments and evaluations. Therefore, performance of employee is claimed to be the most important part by the company due to the directly related to the results of abilities and skills. Representatives are the principle mind of the organization where to assist with accomplishing the organization's primary objectives.

It can be seen that performance has a relationship with the work of a person in a company or organization concerned with the quality and also quantity of an employee's timeliness when bringing out his work. The effect of increasing employee performance can be obtained from within the employee himself or from the environment around the employee working.

Methods

The type of research is applying quantitative research. The purpose, namely to help determining the effect of leadership, effective communication and physical work environment on the performance of employee by using a quantitative approach method and testing the hypothesis to see the truth in the hypothesis. This research use the independent variables (Independent Variables) as the Leadership, Effective Communication and Physical Work Environment (X) and the dependent variable is Employee Performance (Y).

The population used were the employees of PT Kayan Plantation Bulungan Regency as many as 66 employees. The sample taken for this research were the employees of PT Kayan Plantation, Bulungan Regency. In this study, researchers used the sample of 66 employees. Sources of data in this study are employees of PT Kayan Plantation. In this study, researchers collected data as form of primary data. The method of collecting data applied in this study is from questionnaire shared to employees of PT Kayan Plantation, Bulungan Regency who are respondents. This collection of data was conducted on January 31, 2022 by giving the questionnaires to the respondents as the employees of PT Kayan Plantation.

Results

Data analysis

Data Quality Test

a. Validity test

The test of validity results for every variable is shown in table 4.6:

Table 1. Validity Test Results

Leadership(X1)			
Items	R count	R table	Information
X1.1	0.727	0.242	Valid
X1.2	0.846	0.242	Valid
X1.3	0.810	0.242	Valid
X1.4	0.825	0.242	Valid
X1.5	0.772	0.242	Valid
X1.6	0.614	0.242	Valid
X1.7	0.705	0.242	Valid

Effective Communication (X2)			
Items	R count	R table	Information
X2.1	0.739	0.242	Valid
X2.2	0.715	0.242	Valid
X2.3	0.413	0.242	Valid
X2.4	0.658	0.242	Valid
X2.5	0.791	0.242	Valid
X2.6	0.695	0.242	Valid
X2.7	0.643	0.242	Valid

Physical Work Environment (X3)			
Items	R count	R table	Information
X3.1	0.806	0.242	Valid
X3.2	0.672	0.242	Valid
X3.3	0.660	0.242	Valid
X3.4	0.707	0.242	Valid
X3.5	0.641	0.242	Valid
X3.6	0.586	0.242	Valid
X3.7	0.673	0.242	Valid

Employee Performance (Y)			
Items	R count	R table	Information
Y.1	0.565	0.242	Valid
Y.2	0.637	0.242	Valid
Y.3	0.648	0.242	Valid
Y.4	0.749	0.242	Valid
Y.5	0.558	0.242	Valid
Y.6	0.671	0.242	Valid
Y.7	0.647	0.242	Valid

According to the Test of Validity results shown in the table above, that the entire items written on the questionnaire indicate that the variables are Leadership (X1), Effective Communication (X2), Physical Work Environment (X3) and also the Employee Performance (Y) are claimed to be valid where the entire index value of Rcount is known higher than the Rtable value of 0.242. It can be stated that the test of validity based on the statements in the method of data analysis according to Ghazali (2016).

b. Reliability Test

Reliability test is conducted on purpose to help determining whether the device of measurement has reliability in measuring a dimension. This measurement was carried out to measure reliability using the Cronbach Alpha statistic (α). A variable is claimed to become reliable when the Cronbach Alpha value shown is > 0.60 according to (Suntoyo, 2013:81). Reliability test results are visualized in table below. :

Table 2. Reliability Test Results

Items	Cronbach Alpha value (α)	Information
Leadership (X1)	0.874	Reliabeliy

Effective Communication (X2)	0.782	<i>Reliabeliy</i>
Physical Work Environment (X3)	0.788	<i>Reliability</i>
Employee Performance (Y)	0.760	<i>Reliability</i>

According to the table shown, it stated that the test of reliability for every variable result the Cronbach Alpha > 0.60 so it is inferred that the inquiries of survey dispersed to respondents already have a decent degree of dependability so the inquiries in the poll can be used as examination instruments. So the reliability test results tend to be stated to be like the statements in the method of data analysis according to (Suntoyo, 2013:81).

Classic assumption test

Normality test

This test was done on purpose to help determining the distribution level of the dependent variable and also the independent variable if the distribution is normal or not. Where the normality test are able to be carried out using the Kolmogorov-Smirnov one-sample statistical method, by looking at the significant value > 0.05 it will be normally distributed and if the value of significant shown is < 0.05 then the variable is not normally getting distributed. The aftereffects of the ordinariness is displayed as follows.

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		66
Normal Parameters, b	mean	,0000000
	Std. Deviation	1.68893044
Most Extreme Differences	Absolute	,132
	Positive	,113
	negative	-,132
Test Statistics		,132
Exact Sig. (2-tailed)		,184
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

According to the results shown in table 3. we are able to conclude that Exact.sig.(2-tailed) is 0.184. or it can be said that the value of significant shown is 0.184 > 0.05, or the meaning is that the test of normality is claimed to be normally distributed.

a. Multicollinearity Test

The multicollinearity test was done in order to help testing the situation if in the regression method there is a relationship of the independent or independent variables. To see that there is no found any multicollinearity from the independent variables, we can see ot by through the VIF value (Varian Inflating factor) < 10 and the value of tolerance is

known higher than 0.10 or 0.1. The results of multicollinearity are shown in the following table 4.

Table 4. Multicollinearity Test Results

Variable	Collinearity Statistics		Information
	Tolerance	VIF	
Leadership (X1)	0.471	2,124	Multicollinearity does not occur
Effective Communication (X2)	0.397	2,516	Multicollinearity does not occur
Physical Work Environment (X3)	0.569	1,756	Multicollinearity does not occur

According to table 4.9, the multicollinearity test results is able to get claimed that the value of VIF of all independents is getting less than 10.00 and the value of tolerance is shown greater than 0.10. So from the multicollinearity test above, we can state that all independent variables do not occur multicollinearity

b. Heteroscedasticity Test

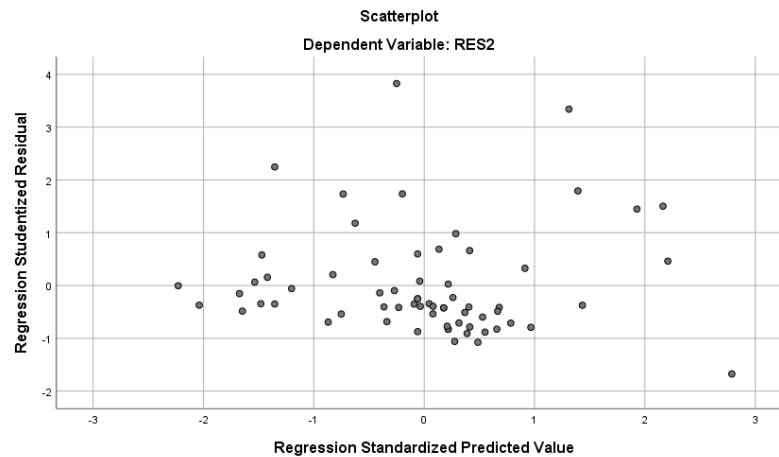
Heteroscedasticity test in this study was done on purpose to help detecting whether in the model of regression found an inequality inside the variance in the residuals from observations. To find out whether there is heteroscedasticity, it is able to be tested by applying the Glejser test. The test of heteroscedasticity results is displayed in following table 5.

Table 5. Heteroscedasticity Test Results

Variable	Significance	Information
Leadership (X1)	0.718	Heteroscedasticity does not occur
Effective Communication (X2)	0.286	Heteroscedasticity does not occur
Physical Work Environment (X3)	0.466	Heteroscedasticity does not occur

According to the data shown in table 5., where the value of significant of the independent variable as follows:

- a. Leadership (X1) $0.718 > 0.05$.
- b. Effective Communication (X2) $0.286 > 0.05$
- c. Physical Work Environment (X3) $0.466 > 0.05$



Picture1Scatterplot

Data analysis technique

Regression Analysis

a. Multiple Linear Regression Analysis

This analysis was done in order to help determining the relationship on one variable to another. Regression is defined as the analytical tool done on purpose to help measuring how far the influence goes of the independent variable on the dependent variable. According to the data using the SPSS program, the equations is shown in table 6. below:

Table 6. Multiple Linear Regression Test Results

Model		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6,276	1,971		3,185	,002		
	Leadership (X1)	,386	0,080	,490	4,808	,000	,471	2,124
	Effective Communication (X2)	,128	0,099	,144	1,293	,201	,397	2,516
	Physical Work Environment (X3)	,293	,085	,320	3,446	,001	,569	1,756

a. Dependent Variable: Employee Performance(Y)

According to the results shown in table 6. The equation of regression of the calculation results are as the following:

$$Y = 6,276 + 0.386 X_1 + 0.128 X_2 + 0.293 X_3$$

Information:

- The constant is 6.276, this shows that if the variable Leadership (X1), the Effective Communication (X2), then Physical Work Environment (X3) budget 0 then Employee Performance (Y) as big as 6,276.
- Based on Leadership (X1) the regression test results which shows that the variable Leadership (X1) has a positive regression coefficient with a value of $b = 0.386$. This means that if there is an increase of the variable X1 value, by 1 point there will be an increase in the value of Employee performance (Y) 0.386.
- Based on the Effective Communication (X2) the regression test results indicates that the variable Effective Communication (X2) gives such a positive coefficient of regression with a value of $b = 0.128$. This means that if there is found an increasing in the variable value of X2, by 1 point, it is going to show a decrease in the value of Employee performance (Y) that is 0.128.
- Based on Physical Work Environment (X3) the regression test results which shows that the variable Physical Work Environment (X3) gives such a positive regression coefficient with a value of $b = 0.293$ it means that if there is found an increasing in the variable value of X3, by 1 point there is going to have an increase in the value of Employee performance (Y) 0.293.

b. Partial Hypothesis Test (T)

The partial test is conducted on purpose to help testing how the influence of every independent variable personally on the dependent variable. This test is applied through making comparison t arithmetic with t table or viewing the column of significant of every t count, the t test is identical to the f test (see SPSS calculation on Coefficient Regression Full Mode/Enter). Systematic t test is done in order to help influencing every independent variable on the dependent variable by taking a look at the significant value of tcount that is known less than 0.05 or it is said that the individual independent variables also gives such a significant influence on the dependent variable. If $t_{count} > t_{table}$ then H_0 is getting accepted and if $t_{count} < t_{table}$ then H_0 is claimed to be rejected., t table in this research was filled from $df = nk - 1$ ($66 - 3 - 1 = 62$) with a significant level of 0,

Table 7. T . Test Results

Variable	Tcount	Significance	Information
Leadership (X1)	4,808	0.000	Significant
Effective Communication (X2)	1,293	0.201	Not significant
Physical Work Environment (X3)	3,446	0.001	Significant

According to the T test results shown in table 4.12, it is stated as the following:

1. Variable Leadership (X1)
 According to the results shown from the calculation, it stated that the value of the variable Leadership (X1) value of t count of $4,808 > 1.998$ and the value of significant $0.000 < 0.5$. it is satetd that the Leadership (X1) gives positive influence on Employee performance (Y), then H_0 is claimed to be rejected, H_1 is claim to be accepted.
2. Variable Effective Communication (X2)

According to the results shown from the calculation stated that the value of the variable Effective Communication (X2) and also value of t count $1,293 < 1,998$ and the value of significant $0.201 > 0.05$. So it is stated that Effective Communication (X2) gives such a negative influence on Employee performance (Y), it is stated that H0 is getting accepted, H1 is claimed to be rejected.

3. Variable Physical Work Environment (X3)

According to the results shown from the calculation stating that the value of the variable Physical Work Environment (X3) and value of t count of $3,446 > 1.998$ and the value of significant $0.001 < 0.5$. So it is stated that Physical Work Environment (X3) gives suha positive effect on Employee performance (Y), or it can be said that H0 is claimed to be rejected, H1 is getting accepted.

c. Simultaneous Test F

Simultaneous Test (F test) is done on purpose to help determining whether the entire independent variables give the similar influence on the independent variables. Then the test was completed applying the test of F dissemination, especially by trying to contrast the basic worth of F (F table) through the determined F esteem obtained in the ANOVA table.

The F test is useful for testing whether there is found an influence of Influence Leadership (X1), Effective Communication (X2), Physical Work Environment (X3) the combined effect on Employee performance (Y).

There are two ways that we use as a reference or guideline to help testing the hypothesis in the F test. The first one was done on order to get comparing the significant value (sig.) or the probability value of the Anova output if the sig. < 0.005 , then the hypothesis is claimed to be accepted if the significant value is > 0.005 then the hypothesis is getting rejected. The second is to help comparing the value of Fcount with the value of Ftable. If the value of Fcount $> Ftable$ then the statement of hypothesis is accepted if the value of Fcount $< Ftable$ then the hypothesis is getting rejected. Ftable in this study is obtained from $Ftable = k : n - k$ where k is the amount of variables and also n is the amount of respondents. then the result $(66 - 3 = 63)$ with a significant rate of 0.05 is 3.14. The results of the SPSS output in the multiple regression analysis are below.

Table 8. F Test Results

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	425,255	3	141,752	47,401	,000 ^b
	Residual	185.412	62	2,991		
	Total	610,667	65			
a. Dependent Variable: Employee Performance (Y)						
b. Predictors: (Constant), Physical Work Environment (X3), Leadership (X1), Effective Communication (X2)						

- According to the table 8 SPSS output, it is stated that the value of sig. is 0.000 due to the value of sig. $0.000 < 0.05$ so it can be stated that the statement of hypothesis is claimed to be accepted or Leadership (X1), Effective Communication (X2), Physical Work Environment (X3) simultaneously give a influence on the Employee performance (Y).

- Based on table 10 SPSS output, it is stated that F value is because the value of Fcount $47,401 > 3.14$ so it can be stated that the statement of hypothesis is claimed to be accepted or the influence of Leadership (X1), Effective Communication (X2), Physical Work Environment (X3) simultaneously give such an influence on the Employee performance (Y).
- d. Coefficient of Determination Test
 This test was done on purpose to help measuring the influence percentage of the independent variable as the entire the dependent variable. The coefficient of determination test results is viewed as in the table 8.

Table 9. Coefficient of Determination Test Results (R)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,834a	,696	,682	1,729
a. Predictors: (Constant), Physical Work Environment (X3), Leadership (X1), Effective Communication (X2)				
b. Dependent Variable: Employee Performance (Y)				

According to the coefficient of determination (R²) results shown in table 9. It is shown that the value coming by the adjusted R-Square is 0.682, or it is same as 68.2% of the variable Employee performance (Y) at PT Kayan Plantation, Bulungan Regency that is influenced by Leadership (X1), Effective Communication (X2), Physical Work Environment (X3). While the rest (100-68.2%) is 31.8% that is effected by other variables besides the equation.

Discussion

The Effect of Leadership (X1) on Employee Performance (Y)

The results of hypothesis test indicates that the Leadership variable (X1) gives a positive and also significant influence on Employee Performance (Y). according to the results of the partial test (t test) it is stated that Leadership (X1) gives such a positive influence on Employee Performance (Y) at PT Kayan Plantation, Bulungan Regency that indicates that the value of regression coefficient is shown 0.386 and is claimed to be positive. It can be stated that the Y variable is going to increase by 0.386 if the X1 variable value tend to increase by one unit and also the other independent variables is claimed to have such a fixed value. The positive coefficient shows that there is found an unidirectional correlation of the Leadership variable (X1) and also the Employee Performance variable (Y). Due to X1 gives such a significant level of 0.000 or less than 0.05 and the t value is 4,

Effect of Effective Communication (X2) on Employee Performance (Y)

The hypothesis test indicates that the Effective Communication variable (X2) gives such a negative and also insignificant effect on (Y). according to the results of the partial test (t test) it is stated that Effective Communication (X2) gives negative influence on Employee Performance (Y) at PT Kayan Plantation, Bulungan Regency that indicates that the regression value of coefficient is 0.128 and is claimed to be positive. It is stated that the Y variable is going to increase by 0.128 if the X2 variable of value increases by one unit and then the other independent variables is having fixed value. The positive coefficient shows that there is a unidirectional correlation of the Effective Communication variable (X2) and also the Employee

Performance variable (Y). It is caused by X2 gives such a significant level of 0.201, or is greater than 0.05 and also the t-value of 1.293,

Effect of Physical Work Environment (X3) on Employee Performance (Y)

From the hypothesis test, it shows that the Physical Work Environment variable (X3) has a positive and significant influence on Employee Performance (Y). Based on the partial test (t test) it is said that the Physical Work Environment (X3) gives such a positive effect on Employee Performance (Y) at PT Kayan Plantation, Bulungan Regency which shows the regression coefficient value is 0.293 and it tends to be positive. It stated that the Y variable is going to increase by 0.293 if the value of the X3 variable increases by one unit and the other independent variables tend to have such a fixed value. The positive coefficient shows that there is found an unidirectional correlation of the Physical Work Environment variable (X3) and the Employee Performance variable (Y). This is because X3 shows level of significant 0.001 or less than 0.05 and a t-value of 3,

Influence of Leadership (X1), Effective Communication (X2), Physical Work Environment (X3) on Employee Performance (Y)

According to the discussion results, it was found that Leadership (X1), Effective Communication (X2), Physical Work Environment (X3) had a significant influence on (Y) at PT Kayan Plantation, Bulungan Regency. The closeness level of the correlation from the three variables X1, X2, X3, to Y has a positive relationship. This relationship shows that the variables X1, X2, X3, give a good relationship toward Y. Looking from the results shown of the determination coefficient or R square (r) which shows that 68.2% of Employee Performance (Y) which is affected by the variable Leadership (X1), Communication Effective (X2), Physical Work Environment (X3). The remaining shown 31.8% is affected by other factors. This phenomenon also tends to be emphasized by the strong effect of the Leadership (X1), Effective Communication (X2),

Conclusions

Conclusion :

1. Leadership (X1) gives such a positive and also significant influence on Employee Performance (Y). it shows that the Leadership variable (X1) with a significant value of 0.000, because it is below the implied value of significance 0.05, the better the value of Leadership information (X1)
2. Effective Communication (X2) gives such a negative and also insignificant influence on Employee Performance (Y). It is shown that the Effective Communication variable (X2) with a significant value of 0.128 because it is below the implied significance value of 0.05.
3. Physical Work Environment (X3) gives a positive and significant influence on Employee Performance (Y). It is shown that the Physical Work Environment variable (X3) with a significant value of 0.001, because it is below the implied significance value of 0.05, the better the information value of the Physical Work Environment (X3).

Suggestion :

1. Based on the t-test leadership gives such a positive and also significant influence on the employee performance, so with leadership there needs to be activities that can support leadership in maintaining and improving its abilities, in order to become leaders who can encourage organizational members to be more competitive and motivated to create things new things that can support the company's progress. One example is taking part in training activities that encourage leader character.
2. according to the t test, effective communication does not give such a positive influence on performance of employee. This is because effective communication has no influence on the

performance of employees at PT Kayan Platation, so the researchers suggest that other researchers who want to develop this research to re-examine the variables of effective communication.

3. Based on the t test, the physical work environment gives such a positive influence on performance of employee. So that the physical work environment always affects employee performance, the company should improve the quality of care at the employee's workplace, by always ensuring that the conditions in the work environment are always safe.

4. For the next researcher

For further researchers. It is recommended that if you want to add variables that are different from the previous variables to add insight to knowledge related to employee performance, you can utilize different factors. As like the authoritative culture, inspiration of work or the discipline to get the alternative in order to know the influence of representative execution.

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