

The Mediating Role of Work Environment in Relationship Between Leadership and Job Promotion on Employee Performance

Yohanes Sugiyanta, Joko Suyono

Narotama University, Surabaya, Indonesia
mas_johanes@yahoo.com ; joko.suyono@narotama.ac.id

Damarsari Ratnasahara Elisabeth

Sekolah Tinggi Ilmu Ekonomi Mahardhika, Surabaya, Indonesia
damarsariarizona@gmail.com

Zulifah Chikmawati

Universitas Nadlatul Ulama Sidoarjo, Indonesia
hikmawatizulifah@gmail.com

Che Zalina Zulkifli

Universiti Pendidikan Sultan Idris, Malaysia
chezalina@fskik.upsi.edu.my

Corresponding Author: joko.suyono@narotama.ac.id

Abstract

Employee performance is very important for an organization, especially for universities to improve the quality of education and to achieve goals. For this reason, every university needs to evaluate factors that can improve employee performance in the organization in order that organization can achieve its goals. This research was conducted at the Sekolah Tinggi Ilmu Ekonomi Mulia Pratama (STIE MP), a higher education in economics located in Bekasi, Jakarta, Indonesia with the aim of examining and analyzing the influence of leadership on employee performance, examining and analyzing the effect of job promotion on employee performance, examining and analyzing the effect of leadership on work environment, examining and analyzing the effect of job promotion on work environment, examining and analyzing the effect of work environment on employee performance. The population in this study were employees of Sekolah Tinggi Ilmu Ekonomi Mulia Pratama with a total of 50 employees. The sampling technique used a total sampling technique. Data analysis used Structural Equation Modeling (SEM) Partial Least Square (PLS). The results showed that leadership has an effect on employee performance, job promotion has an effect on employee performance, leadership has an effect on the work environment, job promotion has an effect on the work environment, work environment has an effect on performance. employees.

Keywords

Work environment, leadership, job promotion, employee performance

1. Introduction

In this era of globalization and increasingly fierce business competition, human resources are the most important asset of the company because of their role as the subject of implementing policies and company operational activities. Resources owned by the company such as capital, methods and machines cannot provide optimal results if they are not supported by human resources who have optimum performance. Human resources are one of the main capitals in

an organization, which can provide an invaluable contribution to the strategy for achieving organizational goals. Human resources are the prime mover in an organization. The key to the success of a change is in human resources, as the initiator, energy provider, creativity and their efforts to the organization to increase the ability of organizational change continuously (Handoko, 2015). In addition, humans are also referred to as one of the controlling elements, that is the most important and main factor in all forms of organization which are very complex in nature so that they need special attention, handling and treatment in addition to other beneficial factors. This shows that human resources are the main keys that must be considered with all their needs. As the main key, human resources will determine the successful implementation of company activities. The demands of companies to acquire, develop and maintain quality human resources are increasingly pressing in accordance with the dynamics of the ever-changing environment.

Performance is a very important and interesting part because it is proven that it will give very important benefits to the organization. Therefore, efforts to improve employee performance are the most serious management challenges because the success in achieving the goals and survival of the company depends on the quality of the performance of the human resources in it. According to Sinambela (2017), employee performance is defined as an employee's ability to perform certain skills. Employee performance is very necessary, because with this performance it will be known to what extent the employee's ability to carry out the tasks assigned to him. For this reason, it is necessary to determine clear and measurable criteria that are jointly determined as a reference. Employee performance is a result achieved by workers in their work according to certain criteria that apply to a particular job. Robbins (2015) explains that employee performance is a function of the interaction between ability and motivation. Furthermore, Robbins (2015) states that performance goal setting is to set targets that are useful not only for evaluating performance at the end of the period but also for managing work processes during that period. Employee or nurse performance is a result achieved by workers in their work according to certain criteria that apply to a particular job. According to Robbins (2015), employee performance is a function of the interaction between ability and motivation. Setting performance goals is useful for setting targeted goals and not only for evaluating performance at the end of a period but also for managing work processes during that period. According to Hasibuan (2016) performance is a manifestation of work performed by employees which is usually used as a basis for evaluating employees or organizations. Performance is the result or level of success of a person as a whole during a certain period in carrying out a task compared to the standard of work results, targets or targets or criteria that have been determined in advance and have been mutually agreed upon (Rivai, 2015). Mangkunegara (2016) explains that performance is the result of work both in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him.

The results of several empirical studies show that several factors that influence employee performance include leadership (Rego et al., 2017; Ramadhany, 2017; Basik et al., 2017), promotion (Rahayu, 2017; Ritongga and Lubis, 2015; Maulana, 2019; Razak et al., 2018) and the work environment (Pratama and Wismar'ain, 2018; Prilian et al., 2014; Rorong, 2016).

Sekolah Tinggi Ilmu Ekonomi Mulia Pratama (STIE MP), is a higher education that organizes undergraduate education programs in accounting and management. The leadership condition at STIE MP is quite good, but in this intense global competition, leadership at STIE MP still needs to be improved so that it can achieve organizational goals. Besides leadership, job promotion at STIE MP needs to be made more transparent regarding the criteria for employees to be eligible for job promotion. The work environment at STIE MP is quite comfortable but there are still frequent complaints from students about the work environment at STIE MP. For this reason, top leaders still have to improve the work environment of STIE MP to be more comfortable and safer. Given the importance of leadership, job promotion and work environment for STIE MP in improving employee performance, the authors need to conduct research on employee performance related to leadership, job promotion, and work environment.

2. Literature Review and Hypotheses

2.1 Employee Performance

In simple terms, performance can be defined as the results achieved by an employee during a certain period in a particular job field. An employee who has high and good performance can support the achievement of the goals and objectives set by the company. To be able to have high and good performance, an employee in carrying out his job must have the skills and skills that are in accordance with the job he has. Etymologically, the word performance can be interpreted as the word performance which comes from English. Performance or performance is generally defined as a person's success in carrying out the task or job assigned to him. More explicitly As'ad (2015) states that "Performance is a successful role achievement obtained by a person or group of people from their actions." According

to Dharma (2014) performance is defined as follows: "Performance is something that is done or a product / service is produced or provided by a person or group of people". From this description, it can be seen that what is meant by performance is the results achieved by someone in the form of goods / products or in the form of services which are usually used as a basis for self-assessment of the employee or work organization concerned. The definition of performance put forward according to Siswanto (2015) performance is an achievement achieved by a person in carrying out the tasks and jobs assigned to him. Rivai (2015) provides an understanding that performance or work performance is the result or level of success of a person as a whole during a certain period in carrying out a task compared to various possibilities, such as work standards, targets or targets or performance that have been determined in advance and are mutually agreed upon. Meanwhile, according to Steers and Porter (2015) the performance of this employee is a combination of three important factors, namely: "The ability, temperament and interests of a worker; clarity and acceptance of the explanation of the role of a worker; and the level of work motivation". The higher the quality and more of employee work, the higher the performance. Thus the performance is the quality and quantity of work completed by employees. Employee performance can be known and for that an assessment of the employee's performance is held, from that assessment it can be seen that the level of performance produced by the employee has met the standard. By conducting employee performance appraisals, the company can obtain information about employee performance that can be used by the company to improve employee performance, to motivate employees in self-development, and as a basis for planning and decision making.

According to Wirawan (2009), performance standards are targets and goals should be achieved by employee in a certain period of time. In carrying out their work, employees must direct all their energy, thoughts, skills, knowledge, and working time to achieve what is determined by performance standards. Standards can be used as a reference, for carrying out work processes in order to achieve predetermined results and conducting assessments. Performance standards according to Wibowo (2010) are statements about situations that occur when a job is done effectively. Performance standards relate to a description of the activities carried out by employees to complete their work according to company goals. Performance standards are needed to guide employee behavior in order to implement the standards that have been made. The goals that have been set by the leader are conveyed with written evidence to employees along with the steps that must be taken. Performance standards are an important part of the performance management planning process. The setting and implementation of performance standards must involve all personnel who will join and work together to achieve company goals. Performance standards describe how the work is carried out which is the expectations of the leader and the company for its employees. Performance standards allow work to be done effectively and efficiently. Nawawi (2016) explains that work standards are a number of criteria that are used as benchmarks or comparison to determine the success or failure of an employee or worker in doing his job. This definition provides an explanation that performance standards are the basis for evaluating employees. This will help employees get objective assessments from leaders and consumers who use the company's products or services.

Performance standards created from job descriptions can be used to link static job definitions to dynamic performance and can also be created for each individual based on the job description. According to Sofyandi (2015), performance standards are considered satisfactory if (1) the statement shows several main areas of employee responsibility, (2) contains how a work activity will be carried out, and (3) directs its attention to a quantitative mechanism of how its performance results will be measured . This performance standard is indispensable for work fields that point to activities that are the main part of employee responsibilities and have the aim of improving the quality of products or services, can operate more efficiently, and can increase the number of results. In addition, performance standards can also be required for problem solving areas that refer to definitions of the main problems encountered or estimated. Usually the goal is to eliminate defined problems. It is also necessary in areas of innovation, which in this area refer to new ways of doing work and may relate to the assessment of new ideas from employees as well as to the continued growth of employees in the tennis fields and in relation to other fields effectively.

2.2 Leadership

According to Munasef (2016) leadership or leadership comes from the word to lead which means to lead. Meanwhile, Hasibuan (2016) states that leadership is an interpersonal influence that is carried out in a situation and is directed through a communication process towards the achievement of certain goals or objectives. Stoner (2015) has a more detailed opinion about leadership where it is said that managerial leadership is a process that not only directs but also influences the activities of group members related to tasks. Meanwhile, according to Gibson (2015) says that leadership is an attempt to influence individuals (interpersonal) by going through a communication process to achieve one or more goals.

Gibson (2015) describes some of the characteristics or requirements that must be possessed to become an effective leader, including (1) Supervisory ability, which is to perform basic management functions, especially leadership and controlling the work of subordinates. Having expertise in organizing and mobilizing subordinates wisely in realizing organizational goals and knowing exactly when and to whom responsibility and authority are delegated; (2) Need for occupational achievement, job requirements related to work results including trying to be responsible and wanting to succeed. Have intelligence in dealing with subordinates and are able to make subordinates feel at home, happy and feel satisfied at work; (3) Intelligence, including being wise, logical thinking and quick to act (responsive). Have a high enough intelligence to think about, and look for ways to solve any problems that arise in a way that is appropriate, wise and contains the completeness and conditions that allow it to be implemented; (4) Decisiveness, certainty or ability to make decisions, capable and expert in solving problems; (5) Self assurance, confidence, assurance or self-view, competent in dealing with problems; (6) Initiative, the ability to act independently develops abilities, actions and formulates new discoveries / breakthroughs.

While the requirements for becoming a leader according to Handoko (2015) are someone who is able to: (1) formulate and connect views on the future of the organization, (2) share these views with subordinates / staff and make it easy for them to translate these views into tasks attainable goals and objectives, (3) respect individual differences of opinion and understand sensitive needs of employees through a change process to build trust and encourage cooperation, (4) create reciprocal communication as the basis for future success, (5) become a catalyst to facilitate individual self-assessment / self-esteem and internal motivation, although they do not offer unlimited job security.

Research on leadership on employee performance has been conducted by several previous researchers, including Rego, Supartha and Yasa (2017), NawoseIng'ollan & Roussel (2017), Ramadhany (2017), and Basit, Sebastian and Hassan (2017) with research results. shows that leadership has an effect on employee performance.

H1: leadership affects employee performance

2.3 Job Promotion

According to Hasibuan (2016), job promotion is the transfer of an employee who enlarges the authority and responsibility of a higher position in an organization, resulting in greater obligations, rights, status and income. According to Fahmi (2016) promotion is an promotion of an employee from a previous position to a higher position. Meanwhile, according to Siagian (2016) that what is meant by promotion is, an employee who changes positions from a job to a higher job which is of course followed by greater responsibility and income as well. Every employee would want to get the opportunity to get a promotion because promotion is seen as an appreciation for one's success in achieving good performance results as well as recognition of work performance so that employees have the right to occupy higher positions. According to Hasibuan (2016) promotion is considered very important for every employee, because with promotion, employees feel there is trust and recognition of the ability and skills of the employee concerned to occupy a higher position. Thus, promotion will provide greater social status, authority, responsibility, and outcomes for employees. The existence of a promotion in a company also plays a role in attracting more and more applicants to submit their applications to the company, so that the process of procuring good employees for the company will be easier. Conversely, if the opportunity to be promoted is relatively small / non-existent, then the work enthusiasm, morale, work discipline and employee performance will decrease. The recruitment and procurement of employees will also be increasingly difficult for the company concerned. Because the role of promotion is very large for the company, the personnel manager should determine the promotion program and inform employees. If this is well informed, it will motivate employees to make more efforts to improve their performance.

In a promotion program, the principles of promotion must be clearly explained so that employees know and understand clearly and can apply them to get the promotion opportunity. The principles of promotion according to Hasibuan (2016) include (1) Trust, in implementing promotion, a company must prioritize trust in the honesty, ability and competence of employees in completing their duties in a certain position. So that new employees will be promoted if the employee shows honesty, ability, skills in holding office; (2) Fairness, in implementing promotion to the company position must be fair in assessing the honesty, abilities and abilities of all employees. The assessment must be honest and objective, not favoritism and not considering ethnicity, class and descendants. Employees who have good performance and have the best ranking should get the first chance to be promoted. Promotion based on justice will be a motivational tool for employees to improve their performance achievements; (3) Formation, promotion must be carried out based on existing formations, because employee promotion is only possible if there is a vacant position formation. For this reason, there must be a job description that the employee will carry out. So promotion should be adjusted to existing position formations within the company. From the above explanation, it can be concluded that in

promoting company employees must be fair to all employees regardless of whether they are relatives or not. All employees are entitled to a promotion if the employee actually has the appropriate criteria.

Furthermore, Hasibuan (2016) explains the terms of promotion include (1) Honesty, employees who want to get the opportunity for promotion should have an honest character; (2) Discipline, employees who wish to have the opportunity to be promoted, must be disciplined with themselves, their duties, and obey the prevailing written and unwritten regulations; (3) Job Performance, employees who wish to have the opportunity to be promoted, should be able to achieve work results that can be accounted for in quality and quantity and work together effectively and efficiently; (4) Cooperation, employees who wish to get promotion opportunities should be able to cooperate with fellow employees both horizontally and vertically in achieving company goals; (5) proficiency, employees who want to get the opportunity for promotion should be competent, creative, innovative in completing tasks in that position properly; (6) Loyalty, employees who want to get the opportunity for promotion should be loyal and defend the company from harmful actions; (7) Leadership, employees who want to get the opportunity for promotion should be able to foster and motivate their subordinates to work together and work effectively in achieving company goals; (8) Communicative, employees who want to get the opportunity for promotion should be able to communicate effectively and be able to receive or perceive information from their superiors and subordinates properly, so that there is no miss of communication; (9) Education, employees who want to get the opportunity for promotion should have a certificate from formal education in accordance with job specifications.

Research on job promotion on employee performance has been carried out by several previous researchers, including Rahayu (2017), Ritongga and Lubis (2015), Razak, Sarpan and Ramlan (2018) with research results showing that job promotion affects employee performance.

H2: job promotion has affects employee performance

2.4 Work Environment

Nitisemito (2016) states that the work environment is everything that is around the employee and which can affect him in carrying out the assigned tasks. According to Robbins (2015) employees like the physical condition around the workplace that is not dangerous or troublesome, the existence of temperature, light, noise and other environmental factors should not be extreme. The formation of a work environment related to human capabilities and productivity is influenced by physical, chemical, biological, physiological, mental and socio-economic factors. The opinion that states that the work environment is a concrete and abstract environment that includes or surrounds someone's work, was stated by Sarwoto (2015) where according to him the work environment is an atmosphere that affects workers in carrying out activities that are charged in a certain place. From the expert's opinion, what is meant by the work environment is a physical and non-physical condition around the employee that can affect employee productivity. The work environment that includes lighting, music, air circulation, noise layout and so on, where its existence can reduce boredom and fatigue from employees and affect the tasks and activities assigned.

Moerir (2015) explains things that are included in the work environment of employees, including (1) equipment and facilities, including work equipment facilities, equipment facilities, social facilities, work atmosphere,; (2) Physical working environment, Manullang (2016) said that there are seven things about workplace environmental factors that can affect work performance, namely coloring, cleanliness, air exchange, lighting, music, security, noise; (3) Factors in the work environment, including equipment and facilities, work atmosphere,; (4) Workplace environment, including coloring, lighting, security, cleanliness, air exchange, music.

Research on leadership in the work environment and promotion of the work environment as far as the authors know has not been done by many researchers. Therefore the authors are very interested in examining leadership effects on the work environment, and the effect of promotion on the work environment.

H3: leadership affects the work environment

H4: job promotion affects the work environment

Research on the work environment on employee performance has been carried out by several previous researchers, including by Rorong (2016), Prilian, Indrawati, and Mananda (2014), Pratama and Wimar'cin (2018) and Putri et.al. (2019) with results showing that the work environment has an effect on employee performance.

H5: work environment affects on employee performance

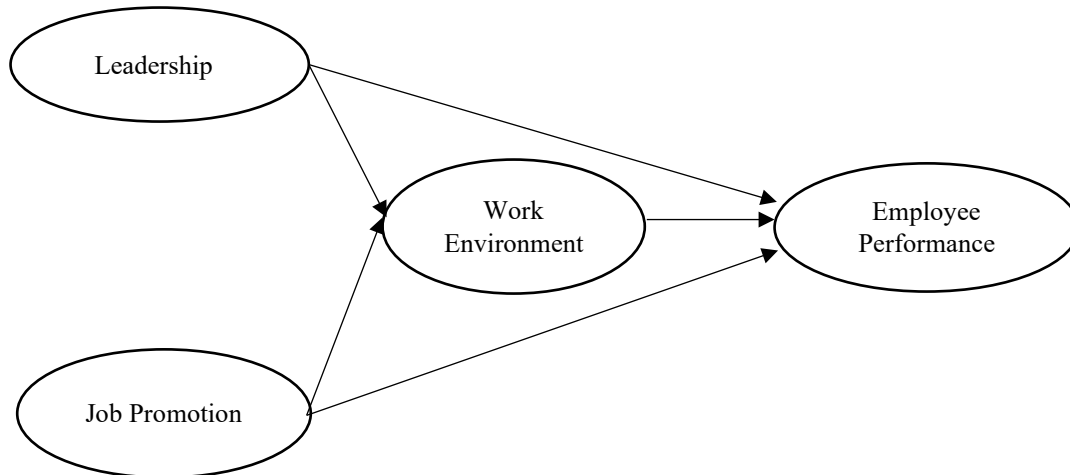


Figure 1. Research Model

3. Methods

The population in this research were all employees of the College of Economics, Jakarta, Indonesia with a total of 50 people and total sampling is used to determine the sample size. The reason for taking total sampling is because the total population is less than 100, the entire population is used as the research sample (Sugiyono, 2017). The questionnaire technique is used to obtain data related to the research variables. The questionnaire is managed in the form of a closed statement with 5 (five) alternative answers using a Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Data analysis technique used to analyze questionnaires that have been filled out by respondents is path analysis using Partial Least Square (PLS).

4. Result and Discussion

4.1 Discriminant Validity

Discriminant validity can be seen by looking at the average variant extracted (AVE) value for each indicator, it requires the value to be > 0.5 for a good model (Ghozali, 2018).

Table 1. Average Variant Extracted (AVE)

Variable	AVE
Employee Performance	0,850
Leadership	0,833
Work Environment	0,852
Job Promotion	0,834

The data presentation in table 1 above shows that the AVE value of the variable Leadership, Job Promotion, Work Environment, and Employee Performance is > 0.5 . So it can be stated that each variable has good discriminant validity.

4.2 Composite Reliability

Composite Reliability is the part used to test the reliability value of indicators on a variable. A variable can be declared to meet composite reliability if it has a composite reliability value of > 0.6 (Ghozali, 2018). The following is the composite reliability value of each variable used in this study:

Tabel 2. Composite Reliability

Variable	Composite Reliability
Employee Performance	0,958
Leadership	0,961
Work Environment	0,966
Job Promotion	0,978

Based on the data presented in table 2 above, it is known that the composite reliability value for the variable employee performance, leadership, work environment and job promotion are > 0.6 . Thus it can be stated that each variable has good composite reliability.

4.3 Cronbach Alpha

The reliability test with the composite reliability above can be strengthened by using the Cronbach alpha value. A variable can be declared reliable or meets cronbach alpha if it has a cronbach alpha value > 0.7 (Eisingerich and Rubera 2010). The following is the cronbach alpha value of each variable:

Table 3. Cronbach Alpha

Variable	Cronbach alpha
Employee Performance	0,941
Leadership	0,950
Work Environment	0,956
Job Promotion	0,975

Based on the data presentation above in table 3 above, it can be seen that the Cronbach alpha value of each research variable is > 0.7 . Thus these results indicate that each research variable has met the requirements for the Cronbach alpha value. So it can be concluded that all variables have a high level of reliability.

4.4 Path Coefficient

Path coefficient evaluation is used to show how strong is the effect or influence of the independent variable on the dependent variable. Meanwhile, coefficient determination (R-Square) is used to measure how much the endogenous variable is influenced by other variables. Chin stated that the R2 result of 0.67 and above for endogenous latent variables in the structural model indicates that the effect of exogenous variables (which influence) on endogenous variables (which are influenced) is in the good category. Meanwhile, if the result is 0.33 - 0.67 then it is in the medium category, and if the result is 0.19 - 0.33 then it is in the weak category (Ghozali, 2018).

Table 4. Path Coefficient

Variable	Original Sample
Leadership -> employee performance	0,474
Leadership -> work environment	0,472
Work environment -> employee performance	0,357
Job promotion -> employee performance	0,523
Job promotion -> work environment	0,517

The inner model scheme that has been shown in Table 4 above can be explained that the largest path coefficient value is indicated by job promotion on employee performance of 0.523. Then the smallest influence is the work environment on employee performance which is equal to 0.357.

4.5 Hypothesis Testing

Based on the data processing that has been done, the results can be used to answer the hypothesis in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics value and the P-Values value. The research hypothesis can be stated as accepted if the P-Values value is < 0.05 (Yamin and Kurniawan, 2011). The following are the results of hypothesis testing obtained in this study through the inner model:

Table 5. Uji Hypothesis

Hypothesis	Correlation	T-statistics	P-Values	Result
H1	Leadership -> employee performance	3,348	0,001	Accepted
H2	Job promotion -> employee performance	3,689	0,000	Accepted
H3	Leadership -> work environment	2,479	0,013	Accepted
H4	Job promotion -> work environment	2,717	0,007	Accepted
H5	Work environment -> employee performance	2,956	0,003	Accepted

Based on the data presented in table 5 above, it can be seen that of the seven hypotheses proposed in this study, they are as follows:

The influence of leadership on employee performance has a P value of 0.001 or less than 0.05. This means that the leadership variable has a significant effect on employee performance. Thus hypothesis 1 is accepted. Employees generally like good leadership in the company. Good leadership will make employee performance more focused and clear. If the leadership is done well, then the employees who work at the company will be more enthusiastic in completing their work. Conversely, if the leadership carried out in the company is bad, then employees will be less enthusiastic in carrying out work. In accordance with the descriptive data of the respondents' answers, although there are some respondents who have a low average score of employee performance, the overall average score of the employee performance variable is high. This shows that performance of employees of STIE MP is considered high by respondents.

The effect of job promotion on employee performance has a P value of 0,000 or less than 0.05. This means that the Job Promotion variable has a significant effect on Employee Performance. Thus hypothesis 2 is accepted. The results of this study are reinforced by the results of research conducted by Rorong (2016), Prilian, Indrawati, and Mananda (2014), Pratama and Wimar'ain (2018) and Elok Mahmud Putri et.al. (2019) which proves that the work environment affects employee performance. The better the work environment, the higher the employee's performance. In accordance with the descriptive data of the respondents' answers, although there are some respondents who have a low average score for job promotion, the overall average score for the job promotion variable is high. This shows that job performance at STIE MP is highly rated by respondents.

The influence of leadership on the work environment has a P value of 0.013 or less than 0.05. This means that the leadership variable has a significant effect on the work environment. Thus hypothesis 3 is accepted. The results of this study are also supported by research conducted by Nawose Ing'ollan & Roussel (2017), Ramadhany (2017), and Basit, Sebastian and Hassan (2017) which prove that leadership has a positive effect on the work environment. The better the leadership in the company, the better the work environment will be. In accordance with the descriptive data of the respondents' answers, although there are some respondents who have less average leadership scores, the overall average score of leadership variables is high. This shows that the leadership at STIE MP is considered by respondents to be good.

The effect of job promotion on the work environment has a P value of 0.007 or less than 0.05. This means that the job promotion variable has a significant effect on the work environment. Thus hypothesis 4 is accepted. The results of this study are in accordance with the results of research conducted by Rahayu (2017), Ritongga and Lubis (2015) and Razak, Sarpan and Ramlan (2018) proving that promotion has an effect on employee performance. The better the promotion that is implemented in the organization, the better the employee's work environment will be, and vice versa. In accordance with the descriptive data of the respondents' answers, although there are some respondents who have a low average score for job promotion, the overall average score of the Job Promotion variable is high for respondents. This shows that job promotion at STIE MP is valued by high respondents.

The influence of the work environment on employee performance has a P value of 0.003 or a small size of 0.05. This means that the work environment variable has a significant effect on employee performance. Thus hypothesis 5 is accepted. The results of this study are reinforced by the results of research conducted by Nawose Ing'ollan & Roussel (2017), Ramadhany (2017), and Basit, Sebastian and Hassan (2017) which state that leadership has an effect on employee performance. While research on the work environment on employee performance has been carried out by several previous researchers, including by Rorong (2016), Prilian, Indrawati, and Mananda (2014), Pratama and Wimar'ain (2018) and Elok Mahmud Putri et.al. (2019) with results showing that the work environment has an effect on employee performance. The better the work environment, the higher the employee's performance.

5. Conclusion

The results showed that leadership affects employee performance. This is based on the results of the hypothesis test where the P value of leadership to employee performance is smaller than 0.05 which means that leadership has a significant effect on employee performance. This means that the better leadership the more positive impact on employee performance. Conversely, the more negative leadership, the more negative the impact on employee performance. Thus, leaders must provide support to employees and provide training in accordance with job demands so that employees can improve their performance optimally. The results showed that job promotion has an effect on employee performance. This is based on the results of the hypothesis test where the P value of job promotion to

employee performance is smaller than 0.05 which means that promotion has an effect on employee performance. Every employee really wants to get an office promotion, for that the organization must provide opportunities for employees who have good performance and have high discipline to get a job promotion. The results showed that leadership has an effect on work environment. This is based on the results of the hypothesis test where the P value of leadership on the work environment is smaller than 0.05 which means that leadership has a significant effect on work environment. For that the organization needs to improve good leadership and leaders must be able to improve the work environment for the better. The more positive leadership, the better the work environment. Likewise, vice versa, the more negative leadership, the lower the quality of work environment. The results showed that job promotion had an effect on the work environment. This is based on the results of the hypothesis test where the P value of job promotion on work environment is smaller than 0.05 which means that promotion has a significant effect on work environment. This means that the better the promotion, the better work environment will be. Organizations need to carry out promotions on a regular basis according to the needs or opportunities for available positions and the promotion of these positions must be implemented fairly. The results showed that work environment has an effect on employee performance. This is based on the results of the hypothesis test where the P value of work environment to employee performance is smaller than 0.05 which means that work environment has an effect on employee performance. A good work environment will provide a sense of comfort and safety for employees in doing the work assigned to them. For this reason, it is hoped that the organization will always make improvements to the work environment so that the work environment remains comfortable and supports employees in carrying out the work tasks assigned to them.

References

- Aldridge, E. dan Siswanto, S., *Good Corporate Governance : Tata Kelola Perusahaan yang Sehat*, Damar Media Pustaka, Jakarta, 2015.
- Basit, Sebastian dan Hassan, Impact of leadership style on employee performance (a case study on a private organization in Malaysia), *International Journal of Accounting & Business Management*, Vol.5 (No.2), November, 2017.
- Fahmi, I., *Manajemen Sumber Daya Manusia Teori dan Aplikasi*, Alfabeta, Bandung, 2016.
- Gibson, J.L., et.al., *Organisasi dan Manajemen: Perilaku, Struktur, dan Proses*, Erlangga, Jakarta, 2015.
- Handoko, H., *Manajemen Sumber Daya Manusia*, PT. Bumi Aksara, Jakarta, 2015.
- Hasibuan, Melayu, S.P., *Manajemen Sumber Daya Manusia*, Penerbit Rajawali, Jakarta, 2016.
- Manullang, *Dasar-Dasar Manajemen*, Ghalia Indonesia, Jakarta, 2016.
- Moenir, *Manajemen Pelayanan Umum Di Indonesia*, Bumi Aksara, Jakarta, 2015.
- Musanef, *Manajemen Kepegawaian di Indonesia*, PT Gunung Agung, Jakarta, 2016.
- Nawawi, H., *Manajemen Sumber Daya Manusia*, Gajah Mada University Press, Yogyakarta, 2016.
- NawoseIng'ollan & Roussel, Influence of Leadership Styles on Employees' Performance: A Study of Turkana County, Kenya. *International Journal of Business and Social Science*, Volume 8, Number 7, July 2017.
- Nitisemito, A., *Manajemen Sumber Daya Manusia*. Pustaka setia, Bandung, 2016.
- Pratama dan Wimar'ain, Pengaruh Pelatihan Dan Lingkungan Kerja Terhadap Kinerja Karyawan. *Business Management Analysis Journal – BMAJ*, Vol. 1 No. 1-October 2018.
- Prilian, Indrawati, dan Mananda, Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan Di PT. Mitra Global Holiday Jimbaran Bali, *Jurnal IPTA*, Vol 2, No.1. 2014.
- Putri, E.M., et.al., The effect of work environment on employee performance through work discipline. [Http://www.granthaalayah.com](http://www.granthaalayah.com) © *International Journal of Research – GRANTHAALAYAH*, Vol.7 (Iss.4): April 2019.
- Rahayu, Pengaruh promosi jabatan terhadap kinerja karyawan pada PT. Garuda Metalindo. *Jurnal KREATIF : Pemasaran, Sumberdaya Manusia dan Keuangan*, Vol. 5, No.1, October 2017.
- Rahayu, Pengaruh promosi jabatan terhadap kinerja karyawan pada PT. Garuda Metalindo. *Jurnal KREATIF : Pemasaran, Sumberdaya Manusia dan Keuangan*, Vol. 5, No.1, October 2017.
- Ramadhany, *Pengaruh gaya kepemimpinan terhadap kinerja karyawan Instalasi Pengolahan Air PDAM di Kota Samarinda*, *Jurnal PSIKOBORNEO*, 5 (2): 368-374, 2017.
- Razak, Sarpan dan Ramlan, Influence of promotion and job satisfaction on employee performance, *Journal of Accounting, Business and Finance Research*, Vol. 3, No. 1, pp. 18-27, 2018.

- Rego, Supartha dan Yasa, Pengaruh kepemimpinan terhadap motivasi dan kinerja karyawan pada Direktorat Jendral Administrasi Dan Keuangan, Kementrian Estatal Timor Leste, *E-Jurnal Ekonomi dan Bisnis Universitas Udayana* 6.11 – 2017 : 3731 – 3764, 2017.
- Ritongga dan Lubis, Pengaruh Promosi Jabatan Terhadap Kinerja Karyawan Pada PT. Herfinta Farm & Plant Kantor Cabang Medan. *Jurnal Ilmu Administrasi Publik*, 3 (2) (2015): 112-125), 201
- Rivai, V.Z., *Manajemen Sumber Daya Manusia Untuk Perusahaan, Edisike-7*. PT. RAJAGRAFINDO, Depok, Jakarta, 2015.
- Robbins, S., *Perilaku Organisasi : Konsep, Kontroversi, Aplikasi*, Edisi Kedelapan, PT. Prenhallindo, Jakarta, 2015.
- Rorong, The Impact of Physical Work Environment Toward Employee Performance At PT. Bank Negara Indonesia Manado Regional Office. *Jurnal EMBA*, Vol.4 No.1 March 2016.
- Sarwoto, *Dasar-Dasar Organisasi dan Manajemen*, Ghalia Indonesia, Jakarta, 2015.
- Steer dan Porter, *Employee organization Link ages: The Psychology of Commitment, Absenteeism and Turnover*, Academic Press, New York, 2014
- Stoner, A.F., *Pengantar Manajemen*, Intermedia, Jakarta, 2015.
- Wibowo, *Manajemen Kinerja*, Rajawali Press, Jakarta, 2010
- Wirawan, *Evaluasi Kinerja Sumber Daya Manusia (Teori, Aplikasi, dan. Penelitian)*, Salemba Empat, Jakarta, 2015.
- Ghozali, I., *Aplikasi Analisis Multivariate dengan Program IBM. SPSS 25*. Semarang: Badan Penerbit Universitas Diponegoro, Semarang, 2018.
- Eisingerich, A. B., & Rubera, G., Drivers of Brand Commitment: A Cross National Investigation. *Journal of International Marketing*, 18(2), 64–79, 2010
- Yamin, S. dan Kurniawan, H., *Generasi Baru Mengolah Data Penelitian dengan Partial Least Square Path Modeling : Aplikasi dengan Software XLSTAT, SmartPLS, dan Visual PLS*. Salemba Infotek. Jakarta, 2011

Biographies

Yohanes Sugiyanta is a Master of Management Student at Narotama University, Surabaya Indonesia, majoring in human resource management. He works at the foundation of Sekolah Tinggi Ilmu Ekonomi Mulia Pratama (STIE MP) Jakarta, Indonesia as Secretary.

Joko Suyono is a lecturer at Narotama University, Surabaya, Indonesia. He is also as Head of Master of Management at Narotama University, Surabaya, Indonesia. He got bachelor degree in business administration and also accounting, he got master degree in industrial management and also in marketing management, and he got doctoral degree in business administration. Prior becoming a lecturer, he is a practitioner as senior manager in some multinational corporation such as Stanley Works Indonesia (USA Company), Ericsson Indonesia (European Company) and Lotus Indah Textile Industries, a multinational company in the textile, spun yarns.

Damarsari Ratnasahara Elisabeth is a lecturer at Sekolah Tinggi Ilmu Ekonomi Mahardhika, Surabaya, Indonesia. She is a teacher in the field of management. She got bachelor degree in industrial management and master degree in human resource management. She is now working as Vice Director at Brilliant Training Indonesia.

Zulifah Chikmawati is a lecturer at Universitas Nadlatul Ulama Sidoarjo, Indonesia. She is also a Dean of Economics Faculty in this University. She is now pursuing a doctoral degree in economics at Universitas 17 Agustus 1945 Surabaya (UNTAG).

Che Zalina Zulkifli is an Associate Professor in Computer Department, Faculty of Arts, Computing and Creative Industry at Sultan Idris Education University, Malaysia. She had over 20 years professional teaching experience as a lecturer and active researcher in the Electronics & Electrical Engineering, Information Technology, Embedded System, Industry Creative & Networking area. Experience as a Test Engineer in the multinational company. Her research projects have been collaborated with multinational company which contributes to a network that lead to new ideas and concrete research project. The developed automation projects that focused on Sensor Monitoring, Embedded System, Software, IoT and Wireless Communication fields have been successfully adopted by the industry to date. A total of more than a million Ringgit has been generated as an income to the University mainly from the Research grant, Commercialization of research innovative products and also the services as a principle consultant. Expertise in the agriculture sector with new invention to improve the crop production adopted high technology. Sincerely dedicated to the very wise in the green project about recycling and reusage of waste. She has won several international awards and

national award. She has developed confidence and interest in researching and teaching areas to enhance Creative Innovation in Engineering, Science & Technology