

The Influence of Leadership, Work Environment and Satisfaction on Employee Performance at Pt. Dosan Jaya Sukabumi

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Abstract

This study aims to determine the influence of Leadership, Work Environment and Job Satisfaction on Employee Performance at PT. Dosan Jaya, Sukabumi. This study uses a quantitative descriptive method by obtaining data through observation, interviews, and questionnaires. The population and sample in this study are the Sewing (production) Division of PT. Dosan Jaya as many as 150 employees. The data analysis technique uses a statistical application in the form of SPSS 25. The results of the descriptive analysis are that the Leadership variable has a High average value, while the Work Environment, Job Satisfaction and Employee Performance variables have a Very High average value. The results of the T test show that the variables Leadership (H1), Work Environment (H2) and Job Satisfaction (H3) reach 0.000, that $0.000 < 0.05$, meaning that each hypothesis (H1, H2, H3) is accepted, with the conclusion that the three variables have an influence significant to Employee Performance. Then the results of the simultaneous significance (Test F) is 0.00 where $0.00 < 0.005$ means (H4) is accepted, so the conclusion is leadership, work environment, job satisfaction have a significant influence on employee performance, as well as the results of the test of the coefficient of determination (Adjust R Square) 89% of employee performance variables are influenced by leadership, work environment and job satisfaction variables, the remaining 11% are influenced by other variables not included in this study such as work motivation, work discipline and compensation.

Keywords

Leadership, Work Environment, Job Satisfaction and Employee Performance.

Current developments in the business world growing rapidly, so companies in business management expected to be able to use the source human resources (HR) properly and correctly. Human resources are part important

in achieving goals organizations, both big and small companies small and human resources constitute one driving force for each company operations, so the effort in HR development is a strategy the main thing to uphold the

competition global. On the management of resources Human resources must be managed properly therefore the use of labor can maximizing and producing the best results optimal for the company. To manage human resources are needed existence of human resource management. According to (Hasibuan, 2003) "Management human resources (HRM) is a science and the art of managing relationships and roles workforce, to be effective and efficient help achieve goals". Objective understand and learn management human resources as knowledge needed to have the ability analysis in dealing with problems management, especially in the field of resources human resources to create performance good employees at the company. According to (Kasmir, 2019) "Performance is the result of work and work behavior has been achieved in completing the assigned tasks and responsibilities in a certain period". Performance is the result of work and work behavior someone in a period is usually one years, then performance can be measured from ability to complete tasks and responsibility given by company, meaning in performance contains elements of achievement standards must be met, so for those who achieve predetermined standard means good performance or vice versa for that not achieved is categorized as performance less or not good.

Table 1. Recapitulation of Production Results at PT. Dosan Jaya Sukabumi in 2022

No	Month	Target Production	Achievment Production	Perentas e
1	January	4.500	4.109	91,31%
2	February	5.855	2.598	44,37%
3	March	9.457	4.467	47,23%
4	April	6.768	2.556	37,77%
5	May	6.876	4.768	69,34%
6	June	6.568	2.771	42,19%
7	July	6.444	3.655	56,72%
8	August	7.894	4.124	52,24%
9	Sept	8.767	2.987	34,07%
10	October	7.698	2.908	37,78%
11	Nov	6.612	3.765	56,94%
12	Decemb er	7.156	4.895	68,40%
	Avarage	7.050	3.634	53,20%

Data Source: PT Dosan Jaya Sukabumi

PT. Dosan Jaya Sukabumi who is an industrial company which is located in Cibadak district Sukabumi. The company expects quite optimal performanc of any employees, where the

achievement of performance on the production department makes the benchmark on employee performance, especially on the production part which can be seen from the table obtained data.

From the table above it can be seen that the performance of employees of PT Dosan Jaya Sukabumi is still not in accordance with company goals, this can be seen from the results achieved by employees far from the targets set, so that the company's goal of wanting optimal work results has not been realized, and also resulted in fluctuating employee performance.

Based on the results of interviews conducted by researchers with some of the employees who were respondents in this study. Leadership at PT. Dosan Jaya Sukabumi is not good enough, because there is still a lack of supervision by supervision of employees, there is debate between employees and supervision in work which causes employees to work less than optimally and are still not able to provide high work discipline for the company, so that employee performance is low. In addition to leadership, the problems that often occur at PT Dosan Jaya Sukabumi, namely the work environment, this can be seen from the workplace which is still not conducive, inadequate facilities, hot rooms, dull and peeling wall paint, lack of lighting in the room, lack of comfort working conditions and noisy rooms have an influence on employee performance, furthermore the relationship between other employees is still not well established, such as lots of debates, differences of opinion that often occur among several employees, so that it will interfere with concentration on work and not achieving targets, as well as forms of dissatisfaction employees feel dissatisfied with working conditions such as work facilities, bonuses provided by the company, new policies, career paths and supervisory relationships that are not harmonious. In accordance with the opinion of Frederick Herzberg (Kaswan, 2013) states that "There are factors that cause job satisfaction, namely: salary, policies, employment relations, working conditions, job security, achievement, recognition, the work itself and self-control".

Based on the background that has been described, the purpose of this study was to determine the effect of leadership, work

environment and job satisfaction on employee performance at PT. Dosan Jaya Sukbaumi.

Referring to the research objectives above, the formulation of the problem in this study is to see how much influence leadership, work environment and job satisfaction have on employee performance at PT. Dosan Jaya Sukbaumi.

Theoretical Basis

Leadership

According to (Restiani, 2022) "Leadership is an ability or power within a person to lead and influence others in terms of work, where the goal is to achieve a predetermined target (goal). So it can be concluded that leadership is a person's power to influence other people (employees) in order to achieve the goals set by the company.

Work Environment

According to (Bahri, 2018) "defines "The work environment as space, physical layout, noise of tools, materials and co-worker relationships and the quality of all of them has a positive impact on the quality of work produced". So it can be concluded that the work environment is the whole element that influences a person in doing something related to managerial activities in the organization, both physical and non- physical.

Job Satisfaction

According to (Stephen, 2017) states that "Job satisfaction can be defined as a positive feeling about one's job which is the result of an evaluation of its characteristics. "From the theory above it can be concluded that job satisfaction is a set of feelings that are individual about things that are pleasant or unpleasant about a job that they face from various aspects related to work.

Performance

According to (Mangkunegara, 2017) "States that "Employee performance is the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities that have been given to him by his superiors". So it can be concluded that employee performance is a result of work that has been done by employees well or not in carrying out

their duties and responsibilities to achieve organizational goals.

Method

According to (Sugiyono., 2017) "States that "The quantitative method is a research method based on the philosophy of positivism, used to research on certain populations or samples, collecting data using research instruments, analyzing data by describing or describing, with the aim of testing hypotheses which has been set Judging from the object and the results to be obtained, this research is included in the type of descriptive research using quantitative methods. Descriptive research is research conducted to determine the value of one or more variables without making comparisons and connecting with other variables As for the method of data collection, namely using a questionnaire as a means of collecting survey data, it adheres to the rules of a descriptive quantitative approach, namely the larger the sample, the more the results reflect the population the selection of descriptive quantitative in this study was based on researchers who wanted to study and see the influence of leadership, work environment and job satisfaction on employee performance obtained by survey method, where research was conducted in natural or non-artificial rooms and researchers collected data obtained from PT. Dosan Jaya Sukabumi. This type of research uses quantitative methods with research instruments, namely validity tests and reliability tests. As for technical data analysis using multiple linear regression analysis, multiple correlation analysis and analysis of the coefficient of determination.

The population in this study were employees of the sewing (production) section of PT. Dosan Jaya Sukabumi totaling 150 employees.

Results and Discussion

Brief Company Profile

PT. Dosan Jaya Sukabumi is a company located in Sukabumi district, West Java. This company is engaged in the textile apparel industry. PT. Dosan Jaya Sukabumi is a company that has a central company.

Status Capital PT. Dosan Jaya Sukabumi is Foreign Investment (PMA), namely investing to do business in the territory of the Republic of Indonesia either using fully foreign capital or jointly

with domestic investment. As for the ownership status of PT. Dosan Jaya Sukabumi, namely the company limited company called PT. This company owns 4 production buildings integrated in one factory location, 45 lines sewing team with a capacity of 900,000 pcs/month QA (Quality Assurance) and IE (Industrial Engineering) independent for guarantee quality, sample facilities and laboratories level II certified in-house testing commitment to social responsibility and sustainability for today's consumers H&M, zara, mango, and others.

Research results by (Parwanto, 2011) "Assessing about the factors of satisfaction work on employee performance. Study it obtains the result that factor Job satisfaction includes pay, leadership, Colleague attitudes have an influence significant to employee performance.

Evidenced by research results (Lesatari, 2017) that the work environment has an effect significant to employee performance, meaning the worse the environment the performance will decrease his employees. Judging from the results of the study (Syahputra, 2019) "Shows that job satisfaction significant effect on performance employee.

Respondent Profile

Table 2. Respondent Profile

		N	%
Gender	Man	111	75%
	Woman	39	25%
	Total	150	100%
Age	19-21 years	20	13%
	22-24 years	30	21%
	25-27 years	61	38%
	28-40 years	39	27%
Education	SD	3	2%
	SMP	25	16%
	SMA	97	61%
	D3	5	3%
	S1	27	18%
Length of work	< 1 years	10	6%
	1-2 years	23	15%
	2-3 years	51	33%
	4-6 years	68	43%
	6-10 years	5	3%

*Source: Research Results, 2023 (data processed)

Based on gender characteristics respondents in table 2 with a total 150 respondents, it can be seen that the most male respondents, namely 111 people with a percentage of 75% and by 25% of female respondents as much 39 people, due

in carrying out work required relative strength high so that the company takes priority male employees to meet company needs.

While the age of the respondents showed that the age of the most respondents namely the age of 22-27 years with a percentage by 38%, namely because of the company need employees who have high morale, speed of hands and precision in sewing. Whereas Based on the respondent's educational profile that the most respondents namely high school education with a percentage of 61% due to the sewing (production) department PT Dosan Jaya Sukabumi more Prioritize employees who have expertise in tailoring, but employees who apply for the majority of jobs educated last high school so occupied the highest percentage, in fact there are also bachelor graduates in the sewing section with a percentage of 18%.

And based on long time working shows that the most respondents in length of work that is 4-6 years with percentage of 43%, namely because employees are able to work long due employees get job satisfaction from company. Data used in research this is the primary data obtained by distributing questionnaires to PT employees Dosan Jaya Sukabumi section production of 150 respondents. As for research results obtained in the field using SPSS with that result the influence of leadership variables, work environment and job satisfaction influence on employee performance.

Data Validity Test

To determine whether valid or not a statement used in this research is the level of confidence (=0.05%), and the questionnaire can be said to be valid with the condition that rcount is greater than rtable. The rtable value is as big as that obtained from degree of freedom (df) = n - 2, in this casen is the number of samples, namely respondents. With a total sample of 150 people respondents then can be searched rtable as follows:

$$Df = n - 2 = 150 - 2 = 148$$

With Df = 148 and α = 5% obtained the value of r table = 0.1603

The following are the results of the variable validity test leadership, work environment, satisfaction work and employee performance, as follows:

Tabel 3. Data Validity Test

Calculation	R ValueTable	Person Correlation	Sig (2-Tailed)	Information
Leadership (X1)				
P1	0,1603	0,760	0,000	Valid
P2	0,1603	0,791	0,000	Valid
P3	0,1603	0,833	0,000	Valid
P4	0,1603	0,815	0,000	Valid
Work Environment (X2)				
P1	0,1603	0,814	0,000	Valid
P2	0,1603	0,831	0,000	Valid
P3	0,1603	0,837	0,000	Valid
P4	0,1603	0,799	0,000	Valid
P5	0,1603	0,818	0,000	Valid
P6	0,1603	0,869	0,000	Valid
P7	0,1603	0,846	0,000	Valid
P8	0,1603	0,878	0,000	Valid
P9	0,1603	0,859	0,000	Valid
P10	0,1603	0,838	0,000	Valid
P11	0,1603	0,819	0,000	Valid
P12	0,1603	0,842	0,000	Valid
Job Satisfaction (X3)				
P1	0,1603	0,817	0,000	Valid
P2	0,1603	0,800	0,000	Valid
P3	0,1603	0,847	0,000	Valid
P4	0,1603	0,796	0,000	Valid
P5	0,1603	0,844	0,000	Valid
P6	0,1603	0,856	0,000	Valid
P7	0,1603	0,830	0,000	Valid
P8	0,1603	0,862	0,000	Valid
Employee Performance (Y)				
P1	0,1603	0,783	0,000	Valid
P2	0,1603	0,807	0,000	Valid
P3	0,1603	0,838	0,000	Valid
P4	0,1603	0,778	0,000	Valid
P5	0,1603	0,755	0,000	Valid
P6	0,1603	0,779	0,000	Valid
P7	0,1603	0,816	0,000	Valid
P8	0,1603	0,818	0,000	Valid
P9	0,1603	0,836	0,000	Valid
P10	0,1603	0,794	0,000	Valid
P11	0,1603	0,786	0,000	Valid
P12	0,1603	0,757	0,000	Valid

Source: Primary data processed, 2023

Based on table 3 above show leadership variables, work environment, job satisfaction and Employee performance has valid criteria for all statement items by value significance smaller than 0.05 and value rcount is greater than rtable (0.1603), this show that respectively statement on leadership variables, work environment, job satisfaction and performance employees are reliable and decent used in research.

Data Reliability Test

Reliability stated with Cronbach's Alpha coefficient (Ca) represents the most commonly used statistics for test the reliability of an instrument study. A research instrument indicated to have a level of reliability mark if the Cronbach's Alpha coefficient greater or equal to 0.60. If the criteria testing is met then the questionnaire declared reliable. Grouped scale in five classes with a range or range the same

value, the steadiness measure of alpha can be interpreted as follows:

Table 4. Data Reliability Test

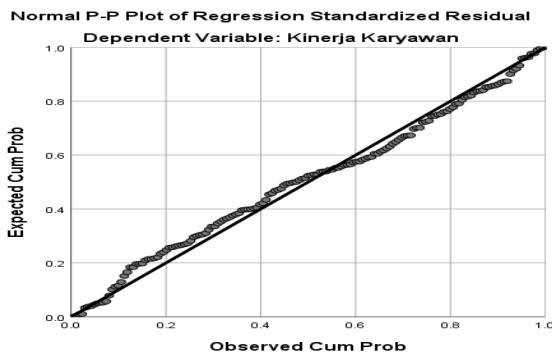
Variable	Cronbach Alpha	N Of Item	Information
Leadership	0,812	4	Means verry reliable
Work Environment	0,961	12	Means verry reliable
Job Satisfaction	0,936	8	Means verry reliable
Employee Performance	0,947	12	Means verry reliable

***Source: Primary data processed, 2023**

Through table 4 above it is concluded that the statements in this questionnaire are very reliable because it has Cronbach's value Alpha more than 0.60.

Data Normality Test

Normality test aims to test whether in the regression model, the residual variable has a normal distribution, In the normality test there are two ways to detect whether the residuals are distributed normal or not, namely by analysis test graphs and statistical tests. Data normality test in this study using the application IBM SPSS 25 which results as follows:



***Source: Primary data processed, 2023**
Figure 1. Data Normality

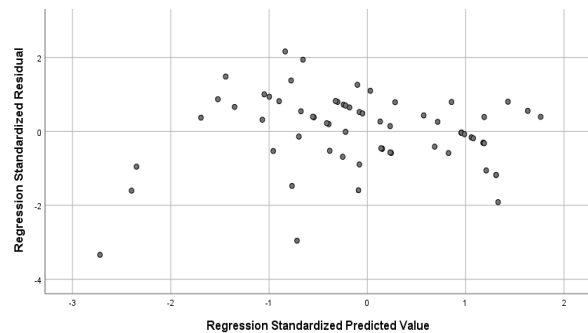
Based on Figure 1 it can be seen that the data is spread around the diagonal line and follows the direction of the diagonal line. Thus, the regression model meets the assumption of normality/normal distribution

Heteroscedasticity

Test One way to find out whether there is heteroscedasticity is to look at certain patterns on the scatterplot graph between the prediction values of the dependent variable, namely ZFRED, and the residual SRESID. If the graph shown with dots forms a certain regular pattern, then it indicates heteroscedasticity occurs.

Basic analysis that can be used to detect the presence of heteroscedasticity by looking at the heteroscedasticity curve, among others: If there is a certain pattern, such as the dots forming a certain

regular pattern (wavy, widened then narrowed), then it indicates that heteroscedasticity has occurred. If there is no clear pattern, and the points spread above and below zero on the Y, then there is no heteroscedasticity



Source: Primary data processed, 2023
Figure 2. Heteroscedasticity Test Results

From the Scatterplots graph it can be seen that the points spread randomly and are spread both above and below zero on the Y axis. It can be concluded that there is no heteroscedasticity in the regression model, so the regression model is feasible to use to predict the dependent variable (employee performance) based on independent variables (leadership, work environment and job satisfaction).

Multicollinearity Test

Multicollinearity test is needed to obtain the actual correlation results, which are purely unaffected by other independent variables that might influence them.

The basis for decision making from the multicollinearity test is as follows: If the Tolerance Value ≥ 0.10 and VIF ≤ 10 : Multicollinearity does not occur If the Tolerance Value ≤ 0.10 and VIF ≥ 10 : Multicollinearity occurs.

Table 5. Multicollinearity Test

Model	Coefficients ^a							
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
1	(Constant)	6.303	1.544		4.083	.000		
	x1	.506	.158	.158	3.208	.002	.289	3.464
	x2	.264	.067	.315	3.952	.000	.110	9.078
	x3	.691	.098	.509	7.067	.000	.135	7.401

a. Dependent Variable: Kinerja Karyawan

Source: Primary data processed, 2023

Based on multicollinearity table 5 with results tolerance on output coefficients table, each independent variable has Torerance value is greater

than 0.10 ie leadership variable 0.289 Environment work 0.110 and job satisfaction 0.135, so it can be concluded that no multicollinearity occurs between

variables. While the value of the Variance Inflation Factor (VIF) is smaller than 10 which is variable leadership 3,464 work environment 9,078 and job satisfaction 7.401, then it can be stated that the assumptions on this mode there is no multicollinearity between variables

Descriptive Analysis

Descriptive analysis that is to analyze the data based on the results has been obtained from the answers throughout respondents to each indicator variable gauge. Based on analysis variable Statistics

Leadership, Work Environment as well Job Satisfaction and Performance have value very high in the Sewing Division (production) PT. Dosan Jaya Sukabumi.

Hypothesis Testing Linear regression analysis double

Regression analysis aims to measure the strength of the relationship between the two variable or more, also indicates direction relationship between independent variables with dependent variable.

Table 6. Multiple linear regression analysis

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	6.926	1.597		4.337	.000
	Kepemimpinan	.630	.174	.200	3.615	.000
	Lingkungan Kerja	.224	.067	.276	3.363	.001
	Kepuasan Kerja	.673	.092	.508	7.315	.000

a. Dependent Variable: Kinerja Karyawan

Source: Primary data processed, 2023

Based on the regression equation it can be seen that the value a constant of 6,926 means if leadership (X1), work environment (X2) and job satisfaction (X3) is equal to 0 then the employee performance (Y) value is 6,926. Then from the regression equation it is also known the value of the regression coefficient variable X1 = 0, 630 indicates that each lead increase by 100 unit score, then the employee's performance will be experienced an increase of 63 then value variable regression coefficient X2 = 0.224. shows that every increment work environment of 100 units of score, it will be followed by an increase in performance employees of 22.4. While the coefficient variable regression X3

= 0.673. shows that any increase in job satisfaction equal to 100 score units, it will be followed increase in employee performance of 67.3

t test

Partial testing is done to find out if there is or not influence between independent variables with dependent variable.

To know the results of the t test are searched first first ttable as follows:

T table = df (Nk)

T table = 147

T table = 1.655

Table 7. t test

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	6.926	1.597		4.337	.000
	Kepemimpinan	.630	.174	.200	3.615	.000
	Lingkungan Kerja	.224	.067	.276	3.363	.001
	Kepuasan Kerja	.673	.092	.508	7.315	.000

a. Dependent Variable: Kinerja Karyawan

Based on table 7 to find out partial influence of each independent variable to variable dependent can use criteria as follows:

H0 is accepted, H1 is rejected if tcount \leq t table or sig value \leq 0.05

H0 is rejected, H1 is accepted if the value of tcount \geq ttable or sig value \leq 0.05

From table 7 it can be seen that the results from testing the variable hypothesis leadership shows a tcount of 3,615. With the number of samples (n) = 150 and k = 3, ttable value of 1.976 was obtained. Based on the criteria, tcount is bigger from ttable (3.615 > 1.976), and in using a significance level where the value sig smaller than 0.05 (0.00 < 0.05). Thus H0 is rejected, but with

criterion H1 is accepted. This can concluded that partially variable leadership influence significantly on employee performance, in line with research results Akbar et al, that leadership influence significantly on employee performance

From table 7 it can be seen that the results from testing the environmental variable hypothesis work shows a tcount value of 3,363. With the number of samples (n) = 150 and k = 3, is obtained ttable value of 1.976. Based on criteria then tcount is greater than ttable (3,363 > 1976), and in using the level significance where the sig value is smaller than 0.05 (0.01 < 0.05). Thus H0 rejected, but with the criteria H1 accepted. It can be concluded that by partial work environment variables significantly influence employee performance, according to the results Nova Syafrina's previous research that influential work environment significant to employee performance (attachment).

From table 7 it can be seen that the results from testing the environmental variable hypothesis work shows a tcount value of 7,315. With the number of samples (n) = 150 and k = 3, is obtained ttable value of 1.976. Based on criteria then tcount is greater than ttable (7.315 > 1976), and in using the level significance where the sig value is smaller than 0.05 (0.00 < 0.05). Thus H0 rejected, but with the criteria H1 accepted. It can be concluded that by partial effect of job satisfaction variables significantly on employee performance, the results of this study are the same as the results research Lyta Lestari and Harmon that job satisfaction has a significant effect on employee performance.

F test

F test shows whether all independent variables have influence together on variables dependent at a significance level of 5%.

Tabel 8. F test

ANOVA ^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	8101.311	3	2700.437	404.879	.000 ^b
	Residual	973.782	146	6.670		
	Total	9075.093	149			

a. Dependent Variable: Kinerja Karyawan
 b. Predictors: (Constant), Kepuasan Kerja, Kepemimpinan, Lingkungan Kerja

Source: Primary data processed, 2023

In table 8 the F test (simultaneous) regarding the influence of independent variables (leadership, work environment and job satisfaction) have a joint effect on employee performance hypothesis used are as follows:

H0 = leadership, work environment H0 and no job satisfaction simultaneous significant effect on employee performance

H1 = leadership, work environment and influential job satisfaction significant simultaneously to

H0 is accepted, H1 is rejected if the value of Fcount ≤ F table or sig value ≥ 0.05

H0 is rejected, H1 is accepted if the value of Fcount ≥ Ftable or sig value ≤ 0.05

To find out the F test, you have to first look for the F table as follows:

DF = n - k = 150 - 3 = 147 then F table = 2.67.

From table it can be seen that the results of hypothesis testing show Fcount value of 404,879. With the number sample of (n) = 150 and k = 3 obtained a DF value of 2.67. Based on criteria, then Fcount is greater than Ftable (404.879 > 2.67), and in using significance level where the sig value is smaller of 0.05 (0.00 < 0.05).

Thus, H0 rejected, as well as criteria H1 accepted, it can be concluded that simultaneously variable leadership work environment and job satisfaction significantly influence employee performance, in line with the results Anggreany Hustia's research that "Leadership, work environment, and job satisfaction significantly influence significantly to employee performance".

Coefficient of Determination (R²)

Table 9. Determination Coefficient Test (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.945 ^a	.893	.890	2.583

a. Predictors: (Constant), Kepuasan Kerja, Kepemimpinan, Lingkungan Kerja

Source: Primary data processed, 2023

The coefficient of determination aims to measure how far ability independent variable leadership, work environment and job satisfaction in explaining or influencing variables dependent on employee performance. As for the results analysis of the coefficient of determination as follows: From table 9 data it can be seen adjusted coefficient of determination or adjusted R square of 0.890 (89%). Results this shows that influence leadership, work environment and job satisfaction on employee performance combined is 89%, while the remaining 11% were affected by other variables not included in this study, namely work motivation, work discipline and compensation.

Conclusion

Based on research analysis results data and discussion in Chapter IV regarding the influence of leadership work environment, and job satisfaction on employee performance at the Sewing (Production) Division of PT. Dosan Jaya Sukabumi. To analyze the relationship between these variables, this study uses SPSS calculations, the following conclusions are drawn:

1. Based on descriptive statistical analysis of leadership in the Sewing (Production) Division of PT. Dosan Jaya Sukabumi has a high average score, as well as the work environment in the Sewing (Production) Division of PT. Dosan Jaya Sukabumi who has a very high average score, then on job satisfaction at the Sewing (Production) Division of PT. Dosan Jaya Sukabumi also has a very high average score, as well as the performance of employees in the Sewing (Production) Division. PT. Dosan Jaya Sukabumi has a very high average score.
2. Based on the results of the partial significant test (t test) that all independent variables, namely the variables of leadership, work environment and job satisfaction have a significant influence on employee performance.
3. Based on the results of the simultaneous significant test (Test F) that the variables of leadership, work environment, and job

satisfaction have a significant influence on employee performance.

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