

## **Influence of Leadership and Work Environment on the Performance of Caddy Employees in the Operational Golf Division Pt. Asiamadya**

Ria Aulia<sup>1</sup>, Eny Ariyanto<sup>2</sup>

(Magister of Management, Universitas Mercu Buana, Indonesia)

(Magister of Management, Universitas Mercu Buana, Indonesia)

---

**Abstract:** *The research is titled Influence of Leadership and working environment towards Caddy employee performance in the Golf Operations division at PT. AsiamadyaSelaras which aims to be analyzed. The research data is qualitative data with the number of respondents as much as 171 respondents. Sampling is carried out on a random sampling with a population of 691 employees and meets sample criteria to be 171 respondents. Its analysis method uses multiple linear regression. Results from this study show that leadership and working environment are significantly together as shown by the F-value count 81,614 with the significance of < 5% (0,05) of 0,000. The T-Test results from leadership and work environment that positively impact and also significantly affect employee performance. Meanwhile, obtained coefficient of determination of R Square is 0,493, which means that 49,3% change in dependent variables (employee performance) is capable of variables described by the (Leadership and working environment). The rest is 50,7% explained by other variables outside the variables used.*

**Keywords:** *leadership, work environment, employee performance*

---

Date of Submission: 29-01-2020

Date of Acceptance: 14-02-2020

---

### **I. Introduction**

In the world of sports, golf is one of the most prestigious sports. This golf game especially in Indonesia has started to grow very rapidly. In Jakarta there are already several golf courses reserved for people who want to play golf. In the provision of per and facilities on the rental of golf courses do not escape also have to provide the quality of the field or very good grass anyway. At the provider of this golf course, it will surely involve human resources that are pretty much to be able to run the golf business. This human resource is continuously become a resistance and also materials for the researchers analyze because it can provide so many benefits in terms of its company, its employees and the local community. According to Yuliantini et al (2019) It is said that *"In the process of achieving this goal, personnel management learns how to acquire, develop, utilize, evaluate, and retain workers in the right amount and type. Employees are social people who become wealthy for each company."*

It also means that HR is an important role in achieving an organization/company. Not escape the importance of these human resources, the company must be able to maintain its human resources and can face competition. For that, the company must have qualified human resources. With the improvement in the quality of this human resources, it is hoped that employees can work in a productive way and also professionally to create a satisfaction that is in accordance with the working standards of a company. Competent human resources are sought by every company anywhere, then work assessment of employees especially in PT. AsiamadyaSelaras is held every year once and done at the end of each year. The method used is graphic Rating Scales because this method is precisely used in PT. AsiamadyaSelaras Because this method is very simple so that the giver can understand it quickly or in this case is a direct supervisor or indirect boss and can also be done to assess the performance of employees with a lot of quantity.

In this study discussed several variables namely leadership (KEP), Work Environment (LGK) and employee performance (KNJ). Below is the performance data table of employees at PT. AsiamadyaSelaras in the last 3 years, year 2016, year 2017 and year 2018.

**Table 1.1 Data of KNJ's Employees Caddiesat PT. AsiamadyaSelaras (%)**

Performance Point	Description	Year 2016		Year 2017		Year 2018	
		Amount	Performance	Amount	Performance	Amount	Performance
		Employees	%	Employees	%	Employees	%
A	Super	0	0	0	0	3	1
B	Very Good	45	15	60	20	48	16
C	Good	156	52	198	66	150	50
D	Enough	93	31	42	14	96	32
E	Less	6	2	0	0	3	1
Amount Employees		300	100	300	100	300	100

Source: Performance assessment Data of individual employees caddy from Human Resources

## II. Theory Studies

### Leadership

Nugroho (2013) that leadership is the so-called activity affecting others so that there is a desire to cooperate based on the ability of the person to guide to be able to achieve all the objectives of Group or one department. Leaders need a group of others known as subordinates to be employed, directed and built, so that they can give their role by working effectively, efficiently and productively as a form of devotion to Organization. In the implementation of activities, the leader has a role in the process of influencing and directing its employees, so that leaders are expected to jointly strive to achieve the objectives of the Government through the implementation of a predetermined work.

### Working environment

Surjosuseno (2015), the environment is everything that is outside the company but has an influence on the growth and development of the company. In general, the environment can not be controlled by the company so that the company must conform to the environment and with regard to working conditions that can provide motivation to work as said by Sofyan (2013). The way to get employees to obtain a comfortable and secure physical and non-physical work environment needs a few things to understand. Employee convenience will make employees work in real and that will improve employee performance.

### Employee performance

Mangkunegara (2014) explained that the meaning of performance is the result of work done in quantity or quality achieved by an employee at the time of the task in accordance with what is the responsibility. The conclusion of the employee's performance is the ability that can be achieved on the job requirements, where a target employee's work can be completed at the right time or not exceeding the deadline provided by the company so that The goal is to adjust expectations of the company's work.

#### 1. Influence of leadership on employee performance

The successful presence of a company is a dependency of the leader in the company. To demonstrate the importance of leadership in the company can be seen from some people who are the structural in the company. Therefore, this leadership is needed when the organization or company wants to succeed. In addition, good employees want to know better in achieving the objectives of the Organization. Employees want leadership as the basis for external motivation and to maintain harmony by heading towards the objectives of the organization or the company. Therefore a company will feel successful or unsuccessfully seen from the majority determined by this leadership. This is where we need a leadership figure that can carry out good and great communication on its subordinates so that each organizational goal is accomplished and is still directional in accordance with planning. The results of the research of Linawaty (2013), Rival and Suharto (2017), Boedijono, Azhari (2015) said that leadership has a positive impact on employee performance. H<sub>1</sub> is the leader of the performance of Caddy employees in operational Golf division at PT. AsiamadyaSelaras.

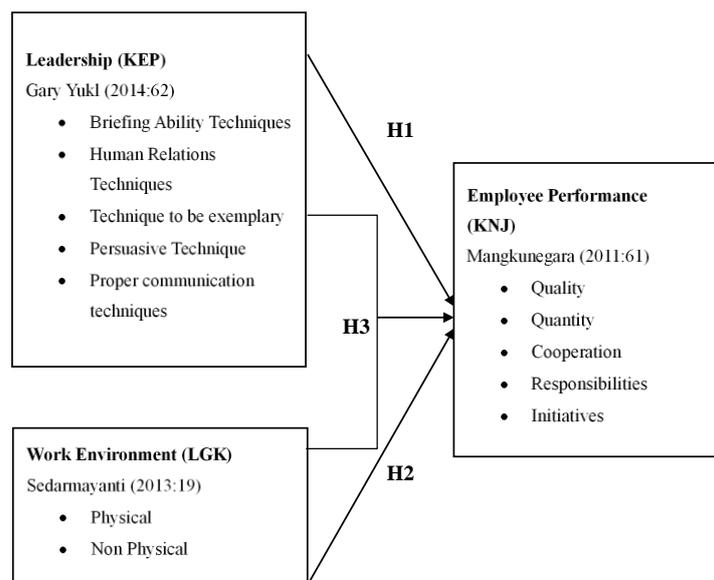
#### 2. Impact of work environment on employee performance

The decline of Aruan et al (2015) suggests that a partial physical work environment significantly affects employee performance. It is descriptive that some factors of physical work environment such as temperature, air source, and working safety still have a fairly good state and can affect in improving employee performance. According to research from Lukertina et al (2019) It was stated that the results of his research have explored the relationship between physical environment and competence towards performance employees. The relationship between competence and employee performance is found positively. H<sub>2</sub> is a working environment that affects Caddy employee performance in operational Golf division at PT. AsiamadyaSelaras.

### 3. Influence of leadership and working environment on employee performance

In improving the performance of employees should be created a conducive work environment and can play from a good leadership role as well. In the development of the organization, leadership is the key because without good leadership it will make the non-yielding of the achievement of an organization/company. In addition, the supportive working environment will make good employee performance as well. A good working environment can be a physical infrastructure that is guarded hygiene, light lighting and ventilation air enough in the room, sound and layout in the office that should be used as comfort by employees at the time of work. To realize the performance of employees who are good not only from the side of the work environment but the leadership that is played by the way of the leadership of a leader, and not enough to improve employee performance. One important in the performance improvement of the employee must be from the employee itself who can create it but not escape also with the support of leadership and good working environment in the workplace for the purpose of the Organization/company. H<sub>3</sub> is the leadership and the work environment jointly affects the performance of caddy employees on the operational Golf division at PT. AsiamadyaSelaras.

Mind frame can be seen in the following chart:



*2.1 Images Mindset Framework*

### III. Research Methods

This study in 171 respondents were taken from 691 population of caddy employees. Primary data is obtained at Prasurey and secondary data is obtained in data on the HRD. In this study conducted random sampling. With the employees are made samples of this research there are 171 people caddies. The answer option for each of these statements is ordinal with 5 choices i.e., strongly agree, agree, simply agree, disagree and strongly disagree. This variable consists of several dimensions, the KEP variable with 5 dimensions, the LGK variable with 2 dimensions and the variable KNJ with 5 dimensions. Hypothesis testing for the KEP and LGK influence on KNJ was used for multiple linear regression analyses and the coefficient of determination of R<sup>2</sup>. Test partial significance with Test T and simultaneous with the test performed F.

### IV. Research Findings And Discussion

Multiple linear regression analyses used to gain leadership influence and work environment towards employee performance. The dependent variables in this regression analysis are employee performance variables, and the independent variables are the leadership and work environment.

**Table 4.1 Double linear regression analysis  
Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3,268	3,647		0,896	0,372
KEP	0,211	0,033	0,404	6,354	0,000
LGK	0,713	0,112	0,406	6,385	0,000

a. Dependent Variable: KNJ

**Table 4.2 Results Test determinations  
Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.702 <sup>a</sup>	.493	.487	4.09021

a. Predictors: (Constant), KEP, LGK

**Table 4.3 Test F results  
ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2730.774	2	1365.387	81.614	.000 <sup>b</sup>
Residual	2810.607	168	16.730		
Total	5541.380	170			

Table explanation above can be concluded:

- a) The value of constants A = 3,268 means that when free variables i.e. KEP and LGK are constant or unchanged then KNJ changes positively.
- b)  $b_1 = 0,211$  has positive meaning with the value of Thitung 6,354 and the Sig value of 0,000 and the level is weak with a value of  $\beta = 0,404$ . This means that if the KEP in the Operational Golf Division of PT. AsiamadyaSelaras is more enhanced while the other variables are fixed (constant) then KNJ will also increase.  $H_1$  conclusions prove that leadership affects Caddy employees performance in the operational Golf Division of PT. AsiamadyaSelaras.
- c)  $b_2 = 0,713$  has positive meaning with the value of Thitung 6,385 and the Sig value of 0,000 and the level is weak with a value of  $\beta = 0,406$ . This means that if the LGK in the Operational Golf Division of PT. AsiamadyaSelaras is more enhanced while the other variables are fixed (constant) then the KNJ will also increase.  $H_2$  conclusions proved that the work environment affects Caddy employees performance in the operational Golf Division of PT. AsiamadyaSelaras.
- d) The value of coefficient of determination or  $R^2 = 0,493$  is positive and significant with the value of test F = 81,614 with the value N = 171 Signifkan 0,05 as well as the number of independent variables 2 (KEP and LGK). Calculation of the Fcalculate value of 81,614 as well as significance value of 0,000) concluded that  $H_3$  proved that KEP and LGK variables jointly have significant effect on the KNJ variable. Thus, the contribution of the influence of the independent KEP and LGK variables of the KNJ variable in the study was 49,3% while the remaining 50,7% were influenced by other factors that were not researched or incorporated into this study.

The results of the analysis of the free variable KEP and LGK jointly affect the KNJ caddy in the operational Golf division at PT. AsiamadyaSelaras. The results of this study supported the previous research by Siagian (2018), leadership also gave a positive and significant influence on the employee's performance. Nanzushi (2015) said The work environment gives the influence of Positive towards employee performance.

## V. Conclusion and suggestion

### Conclusion

Leadership positively and significantly affect the performance of caddy employees in the Golf Operations division at PT. AsiamadyaSelaras. Then, the  $H_1$  can be summed up by a partial variable of KEP significant effect on the variable KNJ.

The working environment is positively and significantly affected by Caddy employee performance in the Golf Operations Division of PT. Asiamadya synch, it can be inferred  $H_3$  proved to be partially variable of LGK that has significant effect on the KNJ variable.

Leadership and work environment jointly positively and significantly influence the performance of caddy employees on the operational Golf Division in PT. AsiamadyaSelaras, then inconclusive  $H_3$  proved partially variable KEP and LGK variables of the KNJ. The results of the analysis were stated that the correlation between the LGK variables was expressed stronger than the KEP variable on KNJ.

### Advice

1. The leader must make the atmosphere even better its leadership and open so that employees can improve their performance. The ongoing leadership can now be seen to have influence and be seen from the dimensions of the personality technique being exemplary. That leadership can be improved by closer approach to employees and providing opportunities and openness to each employee. (a) Theories in leadership may be useful to guide leaders in dealing with employees especially now many prominent Millennial employees. This theory group defines the characteristics of a leader and makes comparisons between organizational context theory and practice easier. Because generational differences affect the effectiveness of current leadership. (b) The company can conduct special training for the leaders in the company so that this leader can perform its job well, can make role models for its men so that the implementation of the Company's objectives is achieved and become better again.
2. Based on the results of the research in order to improve the performance of employees, the company needs to reinforce the working environment both physical and non-physical work environment such as environmental comfort and security certainty of each employee. The company has now run activities outside the Office to strengthen relationships among employees, the rest of the company can run other programs in the office every 3 or 6 months once a year to further rebuild the inner relationship and proximity Each employee. For each employee is expected to improve the attitude of mutual respect, mutual care and courtesy and mutual help to intertwined a conducive and comfortable atmosphere in the workplace and the relationship of fellow employees can be established very well because Things have a great influence on the performance of the employees themselves. The better the work environment expected by the employees, the better the performance will be produced. (a) Improve communication among employees by holding Bricates in particular each caddy group for each job subject or for other information concerning the work. (b) Forming a team to resolve any problems that require special handler or can also be formed special organization in Caddy employees to be made such as complaints or other information sharing.

## References

- [1]. Arianto. (2013). The influence of discipline, work environment, and work culture to the faculty performance. *Journal of Economia*, Volume 19, number 2.
- [2]. Barghi, Vahid. (2013). The Relationship Between Leadership and Employee Performance (Case Study of Real Estate Registration Organization of Tehran Province). *Singaporean Journal of Business Economics, and Management Studies* Vol. 2, No. 5.
- [3]. Chandra, Teddy. (2016). The Influence of Leadership Style, Work Environment and Job Satisfaction of Employee Performance Studies in The School. *International Journals* Vol. 3 (No. 1).
- [4]. Gunawan, Rachmad. (2016). The Effect of Work Environment, Leadership Style and Organizational Culture Towards Job Satisfaction and Its Implication Towards Employee Performance in Parador Hotels and Resorts, Indonesia. *International Journal of Law and Management*, Vol. 59 Issue: 6.
- [5]. Hasibuan. (2012). *Human Resource Management Revision Edition*, Jakarta, PT. Earth Aksara. Idham, Dina R. (2010). Influence of leadership, motivation, working environment and discipline of employees ' performance (case study: Welding Operator 1A, PT. XYZ Motor). *Journal of Industrial System optimization*, Vol. 13, No. 1.
- [6]. Kusuma, Arta. (2013). Effect of motivation and work environment on employee performance Hotel Muria Semarang. The UNES thesis. Semarang.
- [7]. Lukertina et al (2019). Does Foundation Workers Also Need Good Performance? *IOSR Journal of Business and Management (IOSR-JBM)* e-ISSN: 2278-487X, P-ISSN: 2319-7668. Volume 21, Issue 12. Series. I.
- [8]. Mangkunegara, Anwar (2014). *HR performance evaluation*. PT. Bandung.
- [9]. Nugroho, Agung. (2014). Influence of leadership, motivation and work environment on the performance of civil servants in the Forestry and plantation Department of Pati District. *Journal of Economics, Business & Entrepreneurship* Vol. 5, No. 2, Oct 2011, 86-96 ISSN 2443-0633.
- [10]. Rivai. (2014). *Leader and Leadership organization*, Jakarta PT. Raja GrafindoPersada.
- [11]. Suwanto and Priansa. (2011). *HR Management in public and business organizations*. Bandung: Alfabeta.
- [12]. Sedarmayanti. (2011). *Human resource management. Bureaucracy reform and management of civil servants*, fifth print, PT. RefikaAditama, Bandung.
- [13]. Setyo, Djoko. (2014). Influence Leadership and Work Environment To Job Satisfaction and Impact to Employee Performance (Study on Industrial Manufacture in West Java). *Journal of Economics and Sustainable Development* Vol. 5, No. 26 (2014).

- [14]. Sukmawati, Ferina. (2010). Influence of leadership, physical work environment and compensation to employees ' performance at PT. Pertamina (Persero) UPMS III Balongan main Transit Terminal, Indramayu. University of Dian Nuswantoro, [1-3-2013].
- [15]. Widarko, Agus. (2012). Influence on leadership and motivation to the performance of government apparatus (case study at the office of the Sape of Bima NTB district). e-Research Journal of Management.
- [16]. Yuliantini at all, (2019). Does intrinsic motivation, physical work environment and discipline can enhance worker performance? IOSR Journal of Business and Management (IOSR JBM) Volume 21, Issue 12. Series. I.

Ria Aulia, etal. "Influence of Leadership and Work Environment on the Performance of Caddy Employees in the Operational Golf Division Pt. Asiamadya." *IOSR Journal of Business and Management (IOSR-JBM)*, 22(2), 2020, pp. 36-41.