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The Influence Of Leadership And Work Environment On Employee Performance, With Work Discipline As An Intervening Variable, At Cv Dinamika Artha Persada

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Abstract

This study aims to analyze the effects of leadership and work environment on employee performance through work discipline at CV Dinamika Artha Persada. The study employed a quantitative descriptive approach, with a population and sample of 80 employees selected using a census (saturated sampling) technique. Primary data were collected through a five-point Likert-scale questionnaire and supported by company secondary data. The data were analyzed using multiple linear regression, path analysis, t-tests, F-tests, the coefficient of determination, and the Sobel test. The results show that leadership ($\beta = 0.509$; $p < 0.001$) and work environment ($\beta = 0.439$; $p < 0.001$) have positive and significant effects on work discipline. In the employee performance model, leadership ($\beta = 0.304$; $p = 0.001$), work environment ($\beta = 0.346$; $p < 0.001$), and work discipline ($\beta = 0.317$; $p = 0.003$) also have positive and significant effects. The adjusted R^2 values are 0.697 for the work discipline model and 0.742 for the employee performance model. The Sobel test indicates that work discipline mediates the relationships of leadership (Sobel statistic = 2.7439; $p = 0.00607$) and work environment (Sobel statistic = 2.5709; $p = 0.01014$) with employee performance. These findings highlight the importance of managing leadership, work environment conditions, and work discipline in an integrated manner to support employee performance.

Keywords Employee Performance; Leadership; Work Discipline; Work Environment

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INTRODUCTION

Organizational success is determined not only by the availability of resources but also by a company's ability to manage its human resources so that employees can make optimal contributions. Employee performance reflects the results achieved by individuals in carrying out their duties and responsibilities in accordance with organizational standards. Performance relates not only to final outcomes but also to

process quality, timeliness, and responsibility in completing work (Mangkunegara, 2017; Wibowo, 2016).

Leadership is one of the factors that can shape work behavior through direction, guidance, supervision, and motivation. Leaders who are able to communicate organizational goals and direct task implementation can help employees understand their responsibilities. In addition, the work environment, including both physical conditions and workplace relationships, influences employees' comfort and the smooth completion of their work (Sedarmayanti, 2017; Nitisemito, 2015).

Work discipline also plays an important role because it concerns employees' willingness to comply with applicable regulations, procedures, and standards. Compliance with working hours, standard operating procedures (SOPs), and job responsibilities can support effective task implementation. Previous studies have indicated that leadership and the work environment are associated with work discipline, while work discipline may be related to employee performance (Sugiantara & Ardana, 2019; Ariesni & Asnur, 2021; Riyanto et al., 2021).

This study was conducted at CV Dinamika Artha Persada, a company that has supplied spare parts for heavy equipment and motor vehicles since 2002. Company data indicate that the percentage of employees achieving performance targets declined from 85.29% in 2023 to 82.05% in 2024 and 78.75% in 2025. During the same period, the number of employees who failed to achieve their targets increased from 10 to 17. SOP violations also increased from 12 cases (17.64%) in 2023 to 18 cases (22.50%) in 2025. These conditions indicate the need to examine factors associated with employee performance.

Based on these conditions, this study aims to analyze the effects of leadership and work environment on work discipline; the effects of leadership, work environment, and work discipline on employee performance; and the role of work discipline in the relationships between leadership and work environment and employee performance.

METHODS

This study employed a quantitative descriptive approach and was conducted at CV Dinamika Artha Persada. The study population consisted of all 80 employees of the company. Since every member of the population was included, the sampling technique used was saturated sampling, resulting in a sample of 80 respondents (Sugiyono, 2019).

The independent variables were leadership (X_1) and work environment (X_2),

the intervening variable was work discipline (Z), and the dependent variable was employee performance (Y). Primary data were collected using a five-point Likert-scale questionnaire. Secondary data were obtained from company archives and documents to support the research information.

Data were analyzed using Statistical Product and Service Solutions (SPSS). The analytical procedures included instrument testing, classical assumption tests, multiple linear regression in two models, path analysis, t-tests, F-tests, the coefficient of determination, and the Sobel test. The first model examined the effects of leadership and work environment on work discipline. The second model examined the effects of leadership, work environment, and work discipline on employee performance.

FINDINGS AND DISCUSSION

Initial Overview of Employee Performance and Work Discipline

Internal company data show a decline in the achievement of performance targets and an increase in SOP violations during 2023–2025. A summary of these data is presented in Tables 1 and 2.

Table 1. Employee Performance Target Achievement, 2023–2025

Year	Employees	Achieved target	Did not achieve	Achievement (%)
2023	68	58	10	85.29
2024	78	64	14	82.05
2025	80	63	17	78.75

Source: HRD data of CV Dinamika Artha Persada (2026).

Table 2. Employee SOP Violations, 2023–2025

Year	Employees	Warnings	Sanctions	Total cases	Percentage (%)
2023	68	9	3	12	17.64
2024	78	11	4	15	19.23
2025	80	13	5	18	22.50

Source: Internal data of CV Dinamika Artha Persada (2026).

Regression Analysis and Hypothesis Testing Results

Model I indicates that leadership and work environment have positive and significant effects on work discipline. The resulting regression equation is Z = 6.974 +

$0.509X_1 + 0.439X_2 + e$. The leadership coefficient is 0.509, with a t-value of 6.812 and a significance level of <0.001, while the work environment coefficient is 0.439, with a t-value of 4.991 and a significance level of <0.001. Simultaneously, the model produces F = 91.828 with a significance level of <0.001.

Model II produces the equation $Y = -0.490 + 0.273X_1 + 0.366X_2 + 0.300Z + e$. Leadership has a positive effect on employee performance ($\beta = 0.304$; $t = 3.303$; $p = 0.001$), work environment has a positive effect on employee performance ($\beta = 0.346$; $t = 4.135$; $p < 0.001$), and work discipline has a positive effect on employee performance ($\beta = 0.317$; $t = 3.015$; $p = 0.003$). Simultaneously, Model II produces F = 76.823.

Table 3. Summary of Regression and Determination Results

Model / predictor	Coefficient (B)	Standardized β	t	Sig.
Model I: Leadership → Work discipline	0.509	—	6.812	<0.001
Model I: Work environment → Work discipline	0.439	—	4.991	<0.001
Model II: Leadership → Employee performance	0.273	0.304	3.303	0.001
Model II: Work environment → Employee performance	0.366	0.346	4.135	<0.001
Model II: Work discipline → Employee performance	0.300	0.317	3.015	0.003

Source: Processed SPSS data (2026).

Model	R	R^2	Adjusted R^2	F
I: Dependent variable = work discipline	0.839	0.705	0.697	91.828
II: Dependent variable = employee performance	0.867	0.752	0.742	76.823

Source: Processed SPSS data (2026).

The adjusted R^2 value for Model I is 0.697, indicating that leadership and work environment jointly explain 69.7% of the variation in work discipline, while the remaining 30.3% is explained by factors outside the model. In Model II, the adjusted R^2 value of 0.742 indicates that leadership, work environment, and work discipline explain 74.2% of the variation in employee performance, while the remaining 25.8% is explained by other factors.

The Role of Work Discipline as an Intervening Variable

The Sobel test results show a statistic of 2.7439 with a two-tailed probability of 0.00607 for the relationship between leadership and employee performance through work discipline. For the relationship between work environment and employee performance through work discipline, the Sobel statistic is 2.5709, with a two-tailed probability of 0.01014. Both probability values are below 0.05, indicating that the indirect effects in both relationships are significant. Therefore, work discipline acts as an intervening variable.

Overall, the findings show that leadership and work environment are positively associated with work discipline, while all three variables have positive effects on employee performance. These findings support the importance of clear direction and supervision from leaders, a supportive work environment, and consistent implementation of workplace rules. The results are consistent with findings on the role of work discipline in the relationship between work environment and performance (Riyanto et al., 2021; Supriyanto et al., 2020).

CONCLUSION

The study of 80 employees at CV Dinamika Artha Persada shows that leadership and work environment have positive and significant effects on work discipline. Leadership, work environment, and work discipline also have positive and significant effects on employee performance. Work discipline is proven to act as an intervening variable in the relationships of both leadership and work environment with employee performance. The models explain 69.7% of the variation in work discipline and 74.2% of the variation in employee performance.

The company is advised to strengthen leaders' communication, direction, guidance, and supervision; maintain a comfortable work environment and coordination among employees; and consistently enforce attendance rules, punctuality, and SOPs. Periodic performance evaluations based on quality, quantity, timeliness, and responsibility can serve as a basis for employee development and recognition. Future research may consider other variables outside the model and

different research settings.

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