

Leadership Effect, Non Physical Work Environment and Work Spirit on Employee Performance in PT Telkom Witel West Sumatera

Candrianto, Mia Ayu Gusti

ABSTRACT--- *The purpose of this study was to determine the effect of leadership on the non-physical work environment, leadership and influence of non-physical work environment on work spirit and influence of leadership, non-physical work environment, and the work spirit of the employees' performance. The data used are primary data using questionnaires. The study population was all employees of PT. Telkom Witel Sumbar of 90 employees. The sample used in this study were as many as 74 people using cluster sampling. The results showed that: (1) leadership significantly influence the work environment non-physical, (2) leadership and the working environment of non-physical significant effect on work spirit, and (3) leadership, work environment non-physical, and work spirit significant effect on performance employees.*

Keywords: *Leadership, Non Physical Work Environment, Work Spirit, and Employee Performance.*

I. INTRODUCTION

PT Telecommunications Indonesia, Tbk. (TELKOM) is an information and telecommunications (infocomm) company and the largest full service and network provider of services and telecommunications networks in Indonesia. Telkom (hereinafter referred to as a company or company) provides fixed wire line services, fixed wireless telephone services, cellular telephone services, internet, network and interconnection data both directly and through associate company. Since the company was no longer a monopoly company in 1999 through the government decree Law No. 36/1999, the largest telecommunications company in Indonesia was divided into several parts and the company had to find its own income and no longer expect subsidies from the government. When viewed from employee performance, in 2013 there were 2.23% having a bad value (P4), which identified these employees as not being able to carry out their duties to the maximum. Furthermore, there are 93.33% of employees who get good grades (P3), and 4.44% of employees who are in line with expectations very well (P2), and the point of concern here is in the absence of employees who are able to become special employees (P1), it is proven that there are no employees who get special value in doing their jobs, this is allegedly caused by the lack of enthusiasm of employees at work.

Based on observations and observations made by the author at PT Telkom Witel West Sumatra, there is an

allegation that employee morale is still low, this is seen from the level of absenteeism of employees fluctuating or experiencing ups and downs, this illustrates still not optimal employee morale, due to low morale employees can be marked with an absentee level. The highest absentee level occurred in October 2014 (0.99%). While the lowest absentee level occurred in April 2014 (2.07%). Where the standards set by the company in employee attendance are (1.35%) per month (according to HR Telkom PT Witel Sumbar). There are still many absenteeism levels that exceed the company's absentee standards which cause the performance of these employees to also decline.

Leadership is able to arouse the enthusiasm of others to be willing and have responsibility for the business of achieving or exceeding organizational goals. But the leadership of PT Telkom West Sumatra Witel only moves employees in meetings only and leaders also do not direct and influence their employees in doing work. The leader is also not strict in facing employees who violate the rules and leaders only give a warning. Sometimes there are problems that occur to customers, leaders sometimes like not being in place. Even though the right to make decisions and deal with big problems customers are leaders, leaders who are rarely placed complained by employees who have difficulty handling the problem.

Then one of the factors that affect low employee performance is a non-physical work environment. Non-physical work environment is all the conditions that occur that relate to work relations, both relationships with superiors and relations with fellow colleagues, or relationships with subordinates. It can be seen that the work environment at PT Telkom West Sumatra Witel experienced problems, especially in the modern division channels. After being explored in the field the main problem that arises is that many marketing employees feel burdened in their work, so they are not comfortable in doing work. The cause of the inconvenience arises due to pressure from superiors, high targets, and unharmonious relationships among employees. Referring to the above phenomenon, the author feels it is important to examine the problems that occur in the midst of employees so that they can be taken into consideration in coaching employees in the future. Based on this, the title of this research is the Effect of Leadership, Non-Physical Work Environment, and Work Spirit on Employee Performance at PT Telkom Witel West Sumatra.

Revised Manuscript Received on April 19, 2019.

Candrianto, Phd scholar, Environmental and Development Studies, UNP, Philippines.

Mia Ayu Gusti, Phd scholar, Environmental and Development Studies, UNP, Philippines.

II. LITERATURE REVIEW

Employee Performance

According to [1] Performance is the result achieved by a person according to the size that applies, in a certain period of time, with regard to work and behavior and actions. Employee performance according to [2] is "a formal evaluation of an employee to determine the effectiveness of the work of the employee. Performance (performance) refers to the level of achievement of the tasks that make up an employee's work. From this understanding it can be concluded that employee performance is the degree to which the ability of employees to achieve the tasks assigned by the company.

According to [3] the factors that influence performance are as follows: 1) Individual factors include: ability, skills, family background, work experience, social level and one's demography. 2) Psychological factors consist of perception, role, attitude, personality, motivation, work environment and job satisfaction, and 3) Organizational structure includes: job design, leadership and compensation or compensation. [4] also suggests that other factors that influence performance are organizational commitment, work discipline, leadership, compensation and organizational culture. According to [5] factors that influence employee performance are compensation, salary, leadership, work commitment, work environment or work atmosphere, organizational culture, involvement in the organization and work discipline.

Work Spirit

According to [6] enthusiasm and enthusiasm for work can be interpreted descriptively as: a spiritual condition or behavior of individuals, labor and groups that cause deep pleasure in the workforce to work diligently and consequently in achieving the goals that have been company set. According to [7] there are several factors that influence work morale: 1) Good leadership, 2) Work environment 3) Objectives of the organization, 4) Organization design, 5) Personal factors such as training to be able to work.

Leadership

According to [8] leadership is the ability to influence a group to achieve goals. Leadership is a process of direction, affecting activities that have to do with the work of group members. Furthermore, according to [9] with leadership, a person is able to influence the motivation or competence of other individuals in a group. Leadership is able to arouse the enthusiasm of others to be willing and have responsibility for the business of achieving or exceeding organizational goals.

Non Physical Work Environment

Furthermore [10] said that the non-physical work environment is a work relationship with superiors subordinates, or colleagues, opportunities in decision making. According [11] Non-physical work environment is all the conditions that occur that are related to work relationships, both relationships with superiors and relations with fellow colleagues, or relationships with subordinates. Based on this understanding, it can be said that the non-physical work environment is also called the physical work

environment, which is the situation around the workplace that is non-physical.

III. METHODOLOGY

Type and Sources of Data

The type of research used is descriptive causative research. Descriptive research is research conducted to describe the influence of one variable on other variables. Causative research is research that states causality (causative). So, in this study describe the facts that occur clearly and see the effect of each variable. The data used are primary data using a questionnaire. The population of this research is all employees of PT. West Sumatra Witel Telkom is 90 employees. The sample used in this study was 74 people using cluster sampling.

Model for Paper

The model for paper is summarized in figure 1 below:

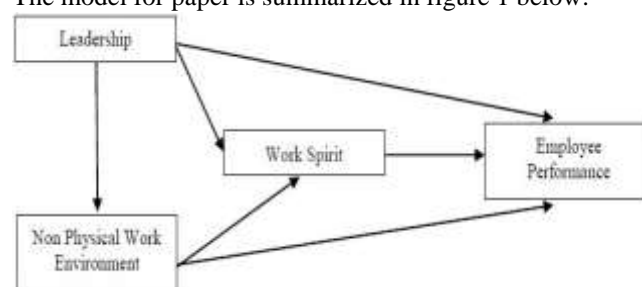


Fig. 1. Model for Paper

Operational Defenition

Employee Performance, indicators that describe employee performance variables according to [12] are: quality of work, job quantity, punctuality.

Leadership, indicators that describe leadership variables according to [13]: give direction, supervise, delegating tasks, engaging employees in decision making, give the opportunity to consult.

Non Physical Work Environment, indicators that describe non-physical work environment variables according to [14] are: implementation of work, work atmosphere (conflicts), reward system, treatment well feeling of security (union), relationships between individuals.

Work Spirit, indicators that describe work spirit variables according to [15] are: enterprising at work, consistent in working.

Test Requirements Analysis

After the data is collected, then the data is analyzed with the following steps; The first is normality test to check whether the data originating from a population that is normally distributed or not. This test is needed for the requirements for the use of path analysis techniques. The normality test uses the Kolmogorov-Smirnov Method [16]. The second is homogeneity test to see whether homogeneous or not variations in samples taken from the same population. Homogeneity tests are carried out by using

the Test of Homogeneity of Variances [17].

IV. RESULTS AND FINDINGS

Effect of Leadership on Employee Non Physical Work Environment at PT Telkom Witel West Sumatra

Based on the results of the analysis relating to the influence of leadership on the non-physical work environment, it is known that leadership has a significant effect on the non-physical work environment at PT Telkom Witel West Sumatra. This is indicated by the sig value. equal to 0,000, sig value. smaller than alpha 0.05 (0.000 <0.05) or the value of t calculated is greater than the value of t table (8,293 > 1992) at the significance of 0,000 <0.05. It is said to be significant because if the leadership goes well, the non-physical work environment created will also be good.

Based on the results of the path analysis carried out, direct leadership influence on employee performance was 9.98% while the indirect influence of leadership on employee performance through a non-physical work environment was 6.51% and indirect influence of leadership on employee performance through morale was 2.31%. Means the direct influence of leadership on employee performance is greater than the influence of leadership on employee performance through a non-physical work environment and work spirit. This means that leadership is more attention, because leadership has a big influence on the performance of employees in carrying out their duties and responsibilities. Therefore, leaders must pay more attention to employees individually so that employees can have high performance in their work.

Leadership is an ability that is owned by someone to influence other people, in order to work according to their goals and objectives. Means the leader must be able to provide direction, conduct supervision, delegate tasks that involve employees in decision making and provide opportunities. This is supported by a conducive work environment such as work relations between superiors and subordinates, or co-workers. Furthermore, the better leadership in carrying out its functions in an organization will certainly make the work environment of the organization conducive. This means that leadership influences the work environment in this case is the non-physical work environment.

The results of the data description of leadership variables are in very good criteria with the Respondent Achievement Rate in the range of 81% -100% and the results of the data description of the non-physical working environment variables are very good criteria also with the Respondents' Achievement Rate in the range 81% -100%. It means that by improving and improving leadership it will be better then it will be able to improve and further improve the non-physical work environment at PT Telkom Witel West Sumatra. Then when viewed from the magnitude of the R square is 0.489, which means that the contribution in this study amounted to 48.9% and the contribution of other variables not examined was around 51.1%. So that the leadership of PT Telkom Witel West Sumatra must be able to improve and improve its leadership again in carrying out the task so that the non-physical work environment at PT

Telkom Witel West Sumatra is created very conducive.

The results of this study are consistent with the research conducted by [18], [19] which states that leadership has a significant effect on the non-physical work environment. In connection with this, according to [20], [21] that "the task of the leadership of the organization is to create a harmonious work atmosphere by creating human relations as well as possible". So the leader becomes a factor that can create a non-physical work environment so that the employee can be passionate about work.

The Influence of Leadership and Non-Physical Work Environment on Employee Work Spirit at PT Telkom Witel West Sumatra

Based on the results of the study the magnitude of the contribution of the influence of the variables of Leadership and non-physical work environment on employee morale at PT Telkom Witel West Sumatra had a significant effect, this was seen from the sig value. equal to 0,000, sig value. smaller than alpha 0.05 (0.000 <0.05) or the calculated F value is greater than the value of F table (54.21 > 3.13) at a significance of 0.000 <0.05. This means that leadership and non-physical work environment have a significant effect on employee morale at PT Telkom Witel West Sumatra. It is said to be significant because if the leadership and non-physical work environment are running well, the employee morale created will also be good.

Based on the results of the path analysis carried out the direct effect of the non-physical work environment on employee performance was 11.08% while the indirect influence of the non-physical work environment on employee performance through morale was 1.86%. It means the influence of the non-physical work environment directly on employee performance is greater. from the influence of the non-physical work environment on employee performance through morale. This means that the non-physical work environment is more concerned, because the non-physical work environment has a large influence on the performance of employees in carrying out their duties and responsibilities. Therefore the company must pay more attention to its non-physical work environment so that this will have a positive impact on employee performance, where employee performance will increase.

Leadership and non-physical work environment are factors that influence employee morale, meaning that leadership is able to arouse the enthusiasm of others to be willing and have responsibility for the business achieved or exceed the goals of the organization. In other words good leadership will affect the employee morale and be supported also by non-physical work environment factors. Non-physical work environment is all the conditions that occur that are related to work relationships, both relationships with superiors and relations with fellow colleagues, or relationships with subordinates. In other words, the better the relationship between employees, the better the employee morale will be. The spirit of work is very important for companies, especially at PT Telkom Witel West Sumatra. If

the employee has a low work spirit, it can reduce the efficiency of the company in achieving its goals so that it has an indirect impact on material losses for the company. The high and low morale of a person's work will be seen from the behavior and attitudes of everyday employees.

The results of this study support previous research conducted by [22], [23] which states that leadership and non-physical work environments simultaneously have a significant effect on employee morale. The results of this study are in accordance with the opinion of [24], [25] suggesting factors that influence work morale can be grouped on several factors, namely good leadership, work environment, goals of the organization, organizational design, and personal factors such as training to be able to work.

The Effect of Leadership, Non Physical Work Environment, and Work Spirit on Employee performance at PT Telkom Witel West Sumatra

Based on the results of data analysis that has been calculated, the sig value is obtained. equal to 0,000, sig value. smaller than alpha 0.05 (0,000 <0.05) or the calculated F value is greater than the value of F table (84,458 > 2,736) at a significance of 0,000 <0.05. By paying attention to these two results, Ho is rejected and Ha is accepted. This means that leadership, non-physical work environment, and morale have a significant effect on the performance of employees at PT Telkom Witel West Sumatra. In other words the proposed hypothesis can be accepted at alpha 0.05. This means that leadership, non-physical work environment, and morale affect employee performance.

Based on path analysis, the direct effect of work morale on employee performance was 4.16%. Compared with the direct influence of leadership on employee performance which is equal to 9.98% and the direct effect of non-physical work environment on employee performance is 11.08%, work morale has the lowest direct influence. This means that work morale must be improved so that employees have enthusiasm in carrying out their work, then the leader must encourage employees to do work by creating a conducive non-physical work environment so that later it can improve employee performance.

If leaders can influence, direct, guide, mobilize, encourage and motivate organizational members, the goals of the organization will be achieved so that employee performance increases. Not only that, the non-physical work environment can also improve employee performance because the non-physical work environment influences the physiology and employee psychologist at work. Relations between fellow employees will also affect a person's non-physical work environment in carrying out work. A bad relationship will reduce employee performance. If employees are passionate about work, the employee's performance will increase. This work spirit can stimulate someone to work and be creative in their work. So with the high morale for employees, the employee's performance will increase as well and can be reflected in the efficiency and effectiveness of employee performance.

With high morale, employee performance will increase because employees will be able to cooperate with other

individuals to the maximum so that the work is completed faster, damage is reduced, absences can be minimized, the transfer of employees can be minimized and so on. Vice versa, if the morale decreases, the performance will decrease as well. This is consistent with the research conducted by [26], [27] which states that leadership, non-physical work environment, and morale have a significant effect on employee performance.

V. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the results of data processing and discussion of research conducted through path analysis (Path analysis) between causal variables on the effect variable, as well as between causal variables through other causal variables on employee performance at PT Telkom Witel West Sumatra, the following conclusions can be drawn :

Leadership has a significant effect on the non-physical work environment at PT Telkom Witel West Sumatra. Leadership is an ability that is owned by someone to influence other people, in order to work according to their goals and objectives. Means the leader must be able to provide direction, conduct supervision, delegate tasks that involve employees in decision making and provide opportunities. This is supported by a conducive work environment such as work relations between superiors and subordinates, or co-workers. Furthermore, the better leadership in carrying out its functions in an organization will certainly make the work environment of the organization conducive. This means that leadership influences the work environment in this case is the non-physical work environment.

Leadership and non-physical work environment have a significant effect on employee morale at PT Telkom Witel West Sumatra. This means that good leadership will affect the employee morale and be supported by non-physical work environment factors. Non-physical work environment is all the conditions that occur that are related to work relationships, both relationships with superiors and relations with fellow colleagues, or relationships with subordinates. In other words, the better the relationship between employees, the better the employee morale will be. The spirit of work is very important for companies, especially at PT Telkom Witel West Sumatra.

Leadership, non-physical work environment, and work morale have a significant effect on employee performance at PT Telkom Witel West Sumatra. If leaders can influence, direct, guide, mobilize, encourage and motivate organizational members, the goals of the organization will be achieved so that employee performance increases. Not only that, the non-physical work environment can also improve employee performance because the non-physical work environment influences the physiology and employee psychologist at work. Relations between fellow employees will also affect a person's non-physical work environment in carrying out work. A bad relationship will decrease the morale. If employees are not passionate about work, the

employee's performance will decline and vice versa.

Recommendations

Based on the research conducted, the authors provide advice to the leadership of the company in order to increase morale and improve employee performance at PT Telkom Witel West Sumatra in order to achieve organizational goals.

Leaders can encourage employees to have a higher morale by providing an understanding that what is preferred over work is the quality of work and not just the quantity of work, encourages employees to get used to facing challenging jobs and still provide support whatever the results, giving flexibility and familiarization of employees working for full responsibility without having to be supervised.

It is expected that the leadership to improve employee performance is by examining the tasks that have been done by the employee, providing work enthusiasm to employees so that the targets set can be achieved, trying to improve the work process by increasing employee knowledge and insight, the leader provides direction with work methods the right in carrying out the work so as to produce satisfying work every day, employees display work performance produced in accordance with the wishes of the leadership, and employees must be disciplined in working on the task, meaning that employees should not neglect a job.

REFERENCES

1. Aboiyassin, N. A., & Abood, N. (2013). The effect of ineffective leadership on individual and organizational performance in Jordanian institutions. *Competitiveness Review*, 23(1), 68–84.
2. Contartesi, R. A. (2010). School climate: A correlational analysis of superintendent leadership communication and employee performance. Unpublished doctoral dissertation, University of Phoenix, Phoenix, AZ.
3. Alizor, J. O. (2012). Study of the relationship between self-reported leadership styles of charter school principals and their performance. Unpublished doctoral dissertation, Capella University, Minneapolis, MN.
4. Chen, C. C., Wu, J., Ma, M., & Knight, M. B. (2011). Enhancing virtual learning team performance: A leadership perspective. *Human Systems Management*, 30, 215–228.
5. Chiu, K. H., & Chen, T. (2011). Leadership as situational factor on personality-performance relationship: An empirical study of the Taiwan's office machinery sales force. *International Journal of Business and Management Science*, 5(1), 11–31.
6. Al-Abrow, H. A. W. (2013). Transformational leadership and organizational performance in the public healthcare sector: The role of organizational learning and intellectual capital. *Irish Journal of Management*, 33(1), 27–48.
7. Dutschke, J. (2003). Chief enrollment manager leadership style and enrollment performance: A correlation study. Unpublished doctoral dissertation, Regent University, Virginia Beach, VA.
8. Clarke, S., & Ward, K. (2006). The role of leader influence tactics and safety climate in engaging employees' safety participation. *Risk Analysis*, 26(5), 1175–1187.
9. Dalakoura, A. (2010). Examining the effects of leadership development on firm performance. *Journal of Leadership Studies*, 4(1), 59–70.
10. Bartram, T., & Casimir, G. (2007). The relationship between leadership and follower in-role performance and satisfaction with the leader: The mediating effects of empowerment and trust in the leader. *Leadership & Organization Development Journal*, 28(1), 4–19.
11. Aryee, S., Walumbwa, F. O., Zhou, Q., & Hartnell, C. A. (2012). Transformational leadership, innovative behavior, and task performance: Test of mediation and moderation processes. *Human Performance*, 25(1), 1–25.
12. Birasnav, M. (2014). Knowledge management and organizational performance in the service industry: The role of transformational leadership beyond the effects of transactional leadership. *Journal of Business Research*, 67(8), 1622–1629.
13. Ammeter, A. P., & Dukerich, J. M. (2002). Leadership, team building, and team member characteristics in high performance project teams. *Engineering Management Journal*, 14(4), 3–10.
14. Bass, B. M., Avolio, B. J., Jung, D. I., & Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. *Journal of Applied Psychology*, 88(2), 207–218.
15. Boyce, L. A., Zaccaro, S. J., & Wisecarver, M. Z. (2010). Propensity for self-development of leadership attributes: Understanding, predicting, and supporting performance of leader selfdevelopment. *The Leadership Quarterly*, 21(1), 159–178.
16. Brown, M. E., & Trevino, L. K. (2006). Ethical leadership: A review and future directions. *The Leadership Quarterly*, 17, 595–616.
17. Byrd, J. K. (2001). Effective superintendent leadership strategies and management techniques for improving student performance as perceived by superintendents in selected school districts in Texas. Unpublished doctoral dissertation, Tarleton State University, Stephenville, TX.
18. Carmeli, A., & Waldman, D. A. (2010). Leadership, behavioral context, and the performance of work groups in a knowledge-intensive setting. *Journal of Technology Transfer*, 35(4), 384–400.
19. Chen, Y. S., & Chang, C. H. (2012). The determinants of green product development performance: Green dynamic capabilities, green transformational leadership, and green creativity. *Journal of Business Ethics*, 116(1), 107–119.
20. Cole, M. S., Bedeian, A. G., & Bruch, H. (2011). Linking leader behavior and leadership consensus to team performance: Integrating direct consensus and dispersion models of groupcomposition. *The Leadership Quarterly*, 22(2), 383–398.
21. Davis, M. W. (2009). Distributed leadership and school performance. Unpublished doctoral dissertation, The George Washington University, Washington, DC.
22. Dirks, K. T. (2000). Trust in leadership and team performance: Evidence from NCAA basketball. *Journal of Applied Psychology*, 85(6), 1004–1012.
23. Deconinck, J., & Beth, M. (2013). The relationship among transformational leadership, supervisory trust, performance and turnover intentions. *GSTF International Journal on Business Review*, 2(3), 205–211.
24. Cheng, J. N. (2013). The effect of kindergarten principals' leadership behaviors on teacher work performance. *Social Behavior and Personality: An International Journal*, 41(2), 251–262.

25. Chan, S. C. H., & Mak, W. M. (2011). Benevolent leadership and follower performance: The mediating role of leader-member exchange (LMX). *Asia Pacific Journal of Management*, 29 (2), 285–301..
26. Carmeli, A., Schaubroeck, J., & Tishler, A. (2011). How CEO empowering leadership shapes top management team processes: Implications for firm performance. *The Leadership Quarterly*, 22 (2), 399–411.
27. Cavazotte, F. S., Duarte, C. J. P., & Gobbo, A. M. C. (2013). Authentic leader, safe work: The influence of leadership on safety performance. *Brazilian Business Review*, 10(2), 95–119.

AUTHORS PROFILE



Candrianto, ST, M.Pd was born on Palembang on December 21, 1970. His education history is Bachelor's Degree obtained from the STTIND Padang in the Industrial Engineering Program in 1994, Master's Degree obtained from the UNP in the Economic Education Program in 2002, and he continues his Doctoral Program at UNP in Environmental and Development Studies in 2018. His research experience over the past two years is The Effect of the Noise Level with the Layout Plan of the Building on the Beach Carocok Painan, Installation of Turbine Ventilators and Lighting Systems to Improve Occupational Health and Safety in the Randang Kacang Industry West Pasaman, The Study of Waste Generation and Composition in Lubuk Alung Market in Padang Pariaman Regency, The Influence of Prices and Perception of Quality on The Interest of Repurchase in SME (*Small Medium Enterprise*) Breaking Yeni Japang, Community Behavior in Managing Waste Composition in Rambatan Market in Tanah Datar Regency, Analysis of the Generation, Composition and Potential Recycle of Waste at the Polytechnic ATI Padang, and the end Analysis of The Influence of Organizational Justice and Organizational Support on Turnover Intention with Employee Engagement as Mediation Variables in Contract Employees in RSUD Padang Pariaman.



Mia Ayu Gusti, SE, MM was born on Lubuk Alung on August 15, 1994. Her education history is Bachelor's Degree obtained from the UNP in the Management Program in 2016, Master's Degree obtained from the UNAND in the Management in 2018, and she continues her Doctoral Program at UNP in Environmental and Development Studies in 2018. Her achievements have been the best graduates at the graduation of university level bachelor's and level master's. Her research experience over the past three years is Analysis of the Effect of Levels of Asset Growth, Profitability, and Size Companies Against Capital Structure (Empirical Study on Mining Sector Companies on the Indonesia Stock Exchange), Analysis of the Influence of Organizational Justice and Organizational Support on Turnover Intention with Employee Engagement as Mediation Variables in Contract Employees in RSUD Padang Pariaman, The Model of Sustainable Waste Management and the Potential of Recycling Garbage in Giving Birth to Young Entrepreneurs in the City of Padang