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**THE IMPACT OF LEADERSHIP,
PUNISHMENT, AND NON-PHYSICAL WORK
ENVIRONMENT ON WORK DISCIPLINE
AND EMPLOYEE PERFORMANCE**

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(Studi Pengembangan Koperasi Syariah Fatayat
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Munawir

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THE IMPACT OF LEADERSHIP, PUNISHMENT, AND NON-PHYSICAL WORK ENVIRONMENT ON WORK DISCIPLINE AND EMPLOYEE PERFORMANCE

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Abstract

This research seeks to analyze the impact of leadership, punishment, and non-physical work environment on work discipline and employee performance in PT. Mitra Maju Mapan Jember. This research could be classified as explanatory research. Using census sampling method, the sample of this research was all the employee of PT. Mitra Maju Mapan totaling 87 respondents. The data was analyzed using path analysis. The result showed that leadership, punishment, and non-physical work environment have direct significant effect on work discipline, work discipline have direct significant effect on the employee performance, and leadership, punishment, non-physical work environment have indirect and significant effect on employee performance. This research contributes to knowledge regarding how to improve the work discipline among employee and further increase their performance. As a final point, it will be useful for further studies to compare the results of this study in different company to analyze the similarities and dissimilarities.

Key word : *employee performance, leadership, non-physical work environment, punishment, work discipline*

Introduction

Employee performance is one of critical platforms within an organization. A good achievement of an organization is highly related with its employee performance. With a good performance, each employee could solve the problems faced by the organization and can achieve the company's goal effectively and efficiently. In achieving employee performance improvement, a high work discipline is required. Pacitti (2011) defined work discipline as a behavior and an acting which is in accordance with company's rules, written or not. Discipline is also someone consciousness and willingness to obey all the applicable laws and social norms. If the discipline of work applied properly, it will be a support to accelerate the company in achieving its goals. Contrarily, the company's goals will be hindered if the company's work discipline is not implemented properly.

In creating good work discipline in a company, the role of leader is one of the key factors. According to Robbins (2006), leadership is the ability to influence groups of people towards the achievement of goals. Fahmi (2009), in his research, found that leadership is a dominant factor affecting the work discipline. His findings was supported by a research by Santoso (2013) who found significant impact of leadership on the work discipline. As a process, leadership is focused on what leaders do, a process whereby leaders use their influence to clarify organizational goals for employees to motivate them to achieve those goals and to help improving employee discipline within an organization . A good leadership can also affect employee performance. Kuria et al (2016) found leadership influence the employee participation and organizational performance. But some prior research found contrast result. Koech and Namusonge (2012) found low correlation between transactional leadership behavior and organizational performance.

In addition to leadership, punishment is also one factor to improve employee performance through high work discipline. In this case, punishment will be given when an unexpected behavior is performed by the person concerned. Zaibert (2006) defined punishment as the practice of imposing something unpleasant or aversive on a person, usually in response to disobedient or morally wrong behavior. Salawati (2015) and Siahaan (2013) proved that punishment can improve the work discipline and performance of the employee. Basically the purpose of giving punishment is so that employees who violate feel deterrent and will not repeat again. But Podsakoff (1982) stated that contingent punishment had no effects on subordinate performance.

Another supporting aspect to improve performance through work discipline is work environment, especially non physical work environment. Sedarmayanti (2011) stated that non-physical work environment is more something that is not visible but can be felt. This non-physical factor relates to a good working relationship with a superior or relationship with fellow co-workers and subordinates. Andriani (2010) found that non-physical work environment could influence the work discipline. Setiyanto and Natalia (2017) also found that good work environment could enhance employee productivity.

PT. Mitra Maju Mapan is a company engaged in the product distribution of cement company, Semen Gresik Indonesia. Based on the prior observation, the phenomenon occurring in the company was about the lack of employee discipline levels. The lack of discipline in the employee is caused by the behavior of the superiors which is less assertive. Another factor that led to undisciplined employees is the ineffective punishment rules or penalties applied by the company. When an employee commits 3 times violations, the company will impose sanctions in the form of cutting the table money. For employees who violate more than 3 times, the company will give warning

letter to employees. The punishment did not deter employees, as employees repeated the violations despite being sanctioned.

In addition to leadership and punishment factors, non-physical work environment also becomes one of the factors affecting undisciplined work. The phenomenon occurring about the non-physical work environment is competing to get marketing area and it caused internal conflict between employees. Internal conflict between employees was causing low absenteeism, resulting in low employee work discipline.

This paper aims to examine the effect of leadership, punishment, and non-physical work environment on work discipline and employee performance at PT. Mitra Maju Mapan. The result showed that leadership, punishment, and non-physical work environment have direct significant effect on work discipline, work discipline have direct significant effect on the employee performance, and leadership, punishment, non-physical work environment have indirect and significant effect on employee performance

METHODOLOGY

This study can be classified as explanatory research. The sample of this research is all employees of PT. Mitra Maju Mapan Jember amounting to 87 employees. The data was gathered by distributing questionnaires to 87 respondents. The analytical tool used was path analysis and the hypotheses were tested using t-test. The independent variables were leadership (X1), punishment (X2), and non-physical work environment, the intervening variable was work discipline, and the dependent variable was employee performance (Y).

The indicators used to measure leadership are: 1) a role model behavior, 2) assertiveness, 3) an ability to see and figure out the problem appropriately, 4) good at communication. The indicators employed to measure punishment are: 1) the selection of punishment, 2) the use of rules, 3) not repeating the fault, 4) and justice in the application of punishment. While the indicators used to measure non-physical work environment are: 1) mutual respect to other employees, 2) caring each other, 3) fair and objective treatment, and 4) autonomy. The indicators employed to measure work discipline are: 1) wearing right uniform, 2) punctuality, 3) responsibility, 4) the existence of equal rights and obligations. The indicators used to measure employee performance are: 1) good coordination among employees, 2) the ability of employee in improving the number of task, 3) the creativity of employee in doing their task, and 4) the knowledge of employee related to their job.

RESULT AND DISCUSSIONS**Characteristics of Respondents**

Characteristics of respondents describe the composition of gender, age, and the latest education of the respondents. The division of its characteristics are as follows:

Table 1. Characteristics of Respondents based on Gender

Sex	Frequency	Percentage %
Male	79	90,8
Female	8	9,2
Total	87	100

Source: processed data, 2018

Table 1 shows that out of 87 respondents, 79 employees or 90,8% are male and 8 employees or 9,2% are female. These data indicate that the majority of employee in PT. Mitra Maju Mapan Jember are males.

Table 2. Characteristics of Respondents based on Education

Last Education	Number of employees	(%)
Elementary School	25	28,8
Junior High School	33	37,9
Senior High School	18	20,8
Diploma	3	3,4
Bachelor	8	9,1
Total	87	100

Source: processed data, 2018

Table 2 shows that out of 87 employees, the latest education of majority employees is junior high school (37,9%), followed by elementary school (28,8%), senior high school (20,8%), bachelor degree (9,1%), and diploma (3,4%).

Table 3. Characteristics of Respondents based on Length of Work

Length of work (years)	Number of employees	(%)
<5	20	22,9
>5	67	77,1
Total	87	100

Source: processed data, 2018

Table 3 shows that out of 87 respondents, 67 employees or 77,1% have been working for more than 5 years and 20 employees or 22,9% have been working for less than 5 years.

The Result of Path Analysis

Path analysis was performed with unstandardized regression using SPSS 22 for windows. The results of direct effect test can be seen in Table 4 below:

Table 4. The Coefficient of Path Analysis

Independent Variable	Dependent Variable	Coefficient
Leadership (X1)	Work Discipline (Z)	0,250
Leadership (X1)	Employee performance (Y)	0,315
<i>Punishment</i> (X2)	Work Discipline (Z)	0,199
<i>Punishment</i> (X2)	Employee performance (Y)	0,177
Non-physical work environment (X3)	Work Discipline (Z)	0,236
Non-physical work environment (X3)	Employee performance (Y)	0,212
Work Discipline (Z)	Employee performance (Y)	0,250

Source: processed data, 2018

As shown on the table, leadership has the strongest and dominant influence on performance with direct path coefficient of 0,315. Then the influence of leadership on work discipline and the influence of work discipline on performance have direct path coefficient of 0,250, the influence of non-physical work environment to work discipline has a direct path coefficient of 0.236, the influence of non-physical work environment on performance has a direct path coefficient of 0.212, the effect of punishment to the work discipline has a direct path coefficient of 0,199, and the effect of punishment on performance has a direct path coefficient of 0,177.

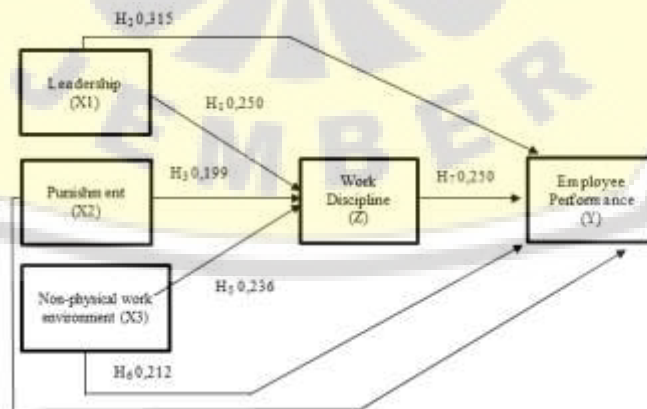


Figure 1. The Model of Path Analysis and Its Path Coefficient

As depicted above, the equation of structural path is as follow:

$$Z = 0.250X1 + 0.199X2 + 0.236X3 + e1 \dots\dots\dots \text{(Model I)}$$

$$Y = 0.315X1 + 0.177X2 + 0.212X3 + 0.250ZY \dots\dots\dots \text{(Model II)}$$

The Path Calculation

This section describes how the comparative calculation of direct effect of Leadership (X1), Punishment (X2), Non Physical Work Environment (X3), Work Discipline (Z), and Performance (Y). If there is one insignificant path, we will perform trimming theory by eliminating one of the insignificant path, then path coefficient can be calculated. Based on the figure 1, we can calculate direct and indirect effect on each independent variable to dependent variable.

Calculating direct effect

1. The effect of leadership (X1) on work discipline (Z)
 $DE_{zx1} = X1 \rightarrow Z = 0,250$ or 25,0%
2. The effect of punishment (X2) on work discipline (Z)
 $DE_{zx2} = X2 \rightarrow Z = 0,199$ or 19,9%
3. The effect of non-physical work environment (X3) on work discipline (Z)
 $DE_{zx3} = X3 \rightarrow Z = 0,236$ or 23,6%
4. The effect of work discipline (Z) employee performance (Y)
 $DE_{zy} = Z \rightarrow Y = 0,250$ or 25,0%

Calculating Indirect Effect

1. The effect of leadership (X1) on employee performance (Y)
 $IE_{yzx1} = X1 \rightarrow Z \rightarrow Y = (0,250)(0,250) = 0,0625$ or 6,25%
2. The effect of punishment (X2) on employee performance (Y)
 $IE_{yzx2} = X2 \rightarrow Z \rightarrow Y = (0,199)(0,250) = 0,0497$ or 4,97%
3. The effect of The effect of punishment (X3) on employee performance (Y)
 $IE_{yzx3} = X3 \rightarrow Z \rightarrow Y = (0,212)(0,250) = 0,053$ or 5,3%

Hypotheses Test

The result of hypotheses test using t-test is shown on the table 5 below.

Table 5. The Result of t-test

Independent Variable	Dependent Variable	t-value	Decision
Leadership (X1)	Work Discipline (Z)	2,500	Significant
Leadership (X1)	Employee performance (Y)	2,279	Significant
<i>Punishment (X2)</i>	Work Discipline (Z)	2,789	Significant
<i>Punishment (X2)</i>	Employee performance (Y)	2,324	Significant
Non-physical work environment (X3)	Work Discipline (Z)	3,110	Significant
Non-physical work environment (X3)	Employee performance (Y)	2,012	Significant
Work Discipline (Z)	Employee performance (Y)	2,446	Significant

Source: processed data, 2018

As shown on the table 5, the t-values of all direct effect of independent variable to dependent variable are greater than its t-table (1,662). This means that all of the null hypotheses (H0) are rejected, which means that there is significant impact of each independent variable on its dependent variable directly.

Discussion

a. The Impact of Leadership on Work Discipline of PT. Mitra Maju Mapan Jember's employee.

The statistical result showed that leadership in PT. Mitra Maju Mapan has a significant direct effect on work discipline with regression value of 0.250 or 25%. This result indicated that leadership has a significant effect on work discipline. It denoted that the leadership in the company is good enough in prescribing work discipline for employees. This is evidenced by the leaders who can understand and solve the problems of the employees who do violations, so that employees can re-discipline in work. In addition, the leader is also able to insist on employees who have committed violations, such acts in the form of warning letters for the first offense, for the second offense the leader will cut the meal money. If they still commit a violation, the leader will give a week-long suspension and salary deductions to employee. Through this way, employees will become more disciplined in working.

This is supported by the statement of Tisnawati (2005: 255) that leadership is a process in directing and influencing the members in terms of various activities that must be done. Leadership can be explained into two concepts, those are as a process and as an attribute. As a process, leadership is focused on what leaders do, while a process whereby leaders use their influence to clarify organizational goals for employees and subordinates in motivating them to achieve those goals and to help improve employee discipline within an organization. The theory is also supported by previous researchers conducted by Santoso (2013) and Fahmi (2009) which found that leadership has a significant effect on employee work discipline.

b. The Impact of Punishment on Work Discipline of PT. Mitra Maju Mapan Jember's employee.

Based on the analysis, it proved that punishment implementation has a direct effect on work discipline with regression coefficient of 0.199 or 19.9%. This result indicated that punishment has a significant effect on work discipline. It also asserted that the application of punishment to employees is good enough in restoring employee work discipline. This is evidenced by the application of punishment which makes employees do not repeat the mistakes. The application of punishment is done in the form of warning letter for first offense then the superior will give warning letter and cut the table money for second offense. If they violate for three times or more, they will be

suspended for a week and their salary will be cutted. In addition, the application of punishment also makes better level of employee discipline because employees can further improve the discipline in work.

This is supported by the opinion of Mangkunegara (2000: 130) that punishment is a penalty threat aimed at improving employee violations, maintaining the rules, and giving lessons to violators. Basically the purpose of giving punishment is so that employees who violate feel deterrent and will not repeat again. The theory is also supported by previous researchers conducted by Salawati (2015) which found that punishment has a significant effect on employee work discipline.

c. The Impact of Non-Physical Work Environment on Work Discipline of PT. Mitra Maju Mapan Jember's employee.

Statistical result showed that non-physical work environment has a direct effect on the work discipline with regression coefficient of 0.236 or 23.6%. This result indicated that the non-physical work environment has a significant effect on the work discipline. It pointed that the non-physical work environment in the company is good enough to restore the discipline of employees. Non-physical work environment in the company is good enough if seen from mutual respect among employees in addition to each employee responsibility in each working area. The good atmosphere in workplace can raise their respect on the company rules. But there is still bad working environment atmosphere occurred in the company, ie sometimes employees fight over each other in work areas.

This result is supported by the opinion of Sedarmayanti (2011: 26) that non-physical work environment is all the circumstances that occur related to the work relationship, either working relationship with superiors or with colleagues, or relationships with subordinates to improve work discipline within the organization. The theory is also supported by previous researchers conducted by Andriani (2010) which found that non-physical work environment has a significant effect on employee's work discipline.

d. The Impact of Work Discipline on Employee Performance of PT. Mitra Maju Mapan Jember's employee.

Based on the results of analysis, work discipline directly affects employees of PT. Mitra Maju Mapan Jember with regression coefficient of 0.250 or 25%. This results indicate that work discipline has a significant effect on performance, and the results also indicate that the work discipline in the company is good enough to improve employee performance. Work discipline applied by the company to improve employee performance is by applying equality of rights and obligations among employees according to their position. Through this way, employees will be more disciplined in the work and will impact on increasing performance. But there are still some employees who are not

disciplined in working like employees such as coming late to the office.

This is supported by the opinion of Hasibuan (2003: 193) that discipline is the awareness and willingness of a person to comply with all corporate rules and social norms that apply. Discipline must be enforced within an organization. Without the support of good employee discipline, it is difficult for a company to realize its goals. Thus it can be concluded that good employee deployment can produce good performance. The theory is also supported by previous researchers conducted by Santoso (2013), Siahaan (2013), Andriani (2010), and Sidanti (2015), indicating that work discipline have a significant effect on employee performance.

e. The Impact of Leadership on Employee Performance of PT. Mitra Maju Mapan Jember's Employee.

Based on the statistical results of the analysis, leadership indirectly influence performance through work discipline with regression coefficient of 0,0625 or 6,25%. This result showed that leadership has a significant effect on performance and the leadership in the company is good enough to improve employee performance. The superior of PT. Mitra Maju Mapan can understand and solve problems of employees who commit violations, so that employees can re-discipline in work and further improve its performance. This result is supported by the opinion of Hasibuan (2002: 169) who stated that leader is a person who uses the task and authority directed to subordinates to do some work in achieving organizational goals. The theory is also supported by prior researchers conducted by Santoso (2013), Sidanti (2015), and Febrianti (2014) who found that leadership has a significant effect on employee performance.

f. The Impact of Punishment on Employee Performance of PT. Mitra Maju Mapan Jember's Employee.

As seen on the statistical result, punishment applied at PT. Mitra Maju Mapan Jember has an indirect direct effect on performance through work discipline with regression coefficient of 0.0497 or 4.97%. This results indicated that punishment has a significant effect on performance. The results indicate that the better punishment applied by PT. Mitra Maju Mapan Jember will affect employee performance through work discipline. This is evidenced by the application of punishment that makes employees do not repeat their mistakes. This is supported by the opinion of Mangkunegara (2000: 130), punishment is aimed to maintain the rules and giving lessons to violators. Basically the purpose of giving punishment is so that employees who violate feel deterrent and will not repeat again. The theory is also supported by previous researchers conducted by Febrianti (2014) which shows that punishment has a significant effect on employee performance.

g. *The Impact of Non-Physical Work Environment on Employee Performance of PT. Mitra Maju Mapan Jember's Employee*

Based on the results of the analysis, non-physical work environment in PT. Mitra Maju Mapan Jember indirectly affect the performance through work discipline with regression coefficient of 0.053 or 5.3%. This result indicated that the non-physical work environment has a significant effect on performance and the results also indicate that the non-physical work environment is good enough to improve employee performance through work discipline. This is supported by the opinion of Sedarmayanti (2011: 26), non-physical work environment is all the circumstances that occur related to the work relationship, either working relationship with superiors or with colleagues colleagues, or relationships with subordinates to create work discipline within the organization . The theory is also supported by previous researchers conducted by Setiyanto and Natalia (2017) who found that non-physical work environment has a significant effect on employee performance.

CONCLUSION

According to the analysis, all of the hypotheses we made could support the theory and the prior researches. Leadership, punishment, and non-physical work environment in PT. Mitra Maju Mapan Jember have significant effect on work discipline directly, work discipline have significant effect on employee performance directly. The result also indicated that leadership, punishment, and non-physical work environment have significant indirect effect on the performance of PT. Mitra Maju Mapan Jember's performance. The limitation in this study is the distribution of questionnaire to the employee of PT. Mitra Maju Mapan Jember was performed during working hours. This allows employees to less focus in answering the questionnaire. We also only examine the variables in this study while so many factors affecting work discipline and employee performance. Further research should employ more sophisticated methods and more variables.

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