

## EFFECT OF LEADERSHIP, WORK ENVIRONMENT AND EMPLOYEE ENGAGEMENT ON EMPLOYEE PERFORMANCE OF PT TRIKARYA MEGA INTERNATIONAL BANDAR LAMPUNG

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### Abstract

For organizations, of course, employee performance can be seen from how the organization provides services to the public, as in PT. Trikarya Mega International which is engaged in the field of Production, Distributor and Trading. Leadership is an important factor in providing direction to employees, especially in today's times where everything is open, so the leadership needed is leadership that can empower employees. The work environment in the company also affects the performance carried out by employees. The populations in this study were employees of PT. Trikarya Mega International Bandar Lampung as many as 100 people and a sample of 100 people. Analysis of the data used is multiple linear regression tests. Influence simultaneous leadership, work environment and employee engagement on performance at PT. Trikarya Mega International Bandar Lampung.

**Keywords:** Leadership, Work Environment, Employee Engagement, and Performance

### INTRODUCTION

Human resource management (HR) is a field of management that carries out procurement, training and development activities, providing compensation, integrating, and maintaining human resources. Management functions will be the basis for implementing human resource management functions to achieve organizational goals. Human resource management is a process to create workers who can produce competitive products or services (Bangun, 2012). Employees who have a high level *engagement* will have a high emotional attachment to the organization, so that it will have an effect on completing work and tend to have satisfactory work quality (Schaufeli & Bakker, 2004 in Margaretha and Saragih, 2008). Employees who are bound will be motivated to increase their productivity, willing to accept challenges and feel that their work gives meaning to themselves. This will have a positive impact on employee performance, as well as on productivity and organizational growth. So it can be said that employee engagement can provide changes for individuals, teams and organizations (Margaretha and Saragih, 2008).

PT. Trikarya Mega International was established in early 2015, is a general trading company engaged in Production, Distributor and Trading. Starting as a fashion retail business in 2010 we have been producing *fashion retail* and *trading* which distribution is in the islands of Java and Sumatra. Seeing these developments, we are interested in expanding ourselves more broadly into the field of *Consumer Goods Distribution*, so the company opens distribution opportunities in the Lampung area. And the company's distribution operations cover the entire Bandar Lampung area and our main object of distribution is *Retail stores*, *Traditional markets* and *food service/Horeka* such as hotels in Lampung *Coffee Shops* and *Restaurants*.

This study will examine how the influence of leadership, and work environment on employee engagement. For organizations, of course, employee performance can be seen from how the organization provides services to the public, as in PT. Trikarya Mega International which is engaged in the field of Production, Distributor and Trading. Leadership is an important factor in providing direction to employees, especially in today's times where everything is open, so the leadership needed is leadership that can empower employees. The work environment in the company also affects the performance carried out by employees. One that affects employee motivation at work is the work environment in which the employee works, as stated by Stephen P. Robbins (2001: 150) that "Job satisfaction is one of which is determined by working conditions that support" a supportive work environment will make employees. Employees feel comfortable and enthusiastic in carrying out their obligations.

The phenomenon that occurs at PT Trikarya Mega Internasional is that the production site is not big enough where employees feel uncomfortable while working because the company feels cramped and stuffy due to poor air circulation. Employee engagement PT. Trikarya Mega International Bandar Lampung is still a problem where leadership at PT Trikarya Mega Internasional is still a problem because the employees are still not satisfied with the leadership that

is felt to be authoritarian to employees and the work environment is still not a comfortable place for every employee of PT Trikarya Mega Internasional. can affect the performance of employees of PT Trikarya Mega Internasional, where the physical work environment is incomplete and the non-physical work environment is not good, such as unfavorable relationships between employees. In addition, the performance of the employees of PT. Trikarya Mega Internasional Bandar Lampung is still not good enough because the sales target for products at PT. Trikarya Mega Internasional, is shown in the following table:

**Table 1.** Sales Data of PT. Trikarya Mega International Bandar Lampung year 2020-2021

No	Product	2020		2021	
		Target (box)	Realization (box)	Target (box)	Realization (box)
1	Julies (biscuits)	67,000	56,000	75,000	50,000
2	Artline (stationery)	62,000	42,500	50,000	40,000
3	Interfood (beverages and biscuits)	65,000	51,500	45,000	42,000
4	Soylicius (soy milk)	22,000	15,201	12,000	10,100
5	Akufood (chili sauce)	25,000	22,350	45,000	20,300

Source: PT. Trikarya Mega International (2021)

According to the findings of the researcher's pre-survey, it is known that PT. Trikarya Mega International Bandar Lampung's sales declined in 2020–2021, which indicates that employee performance is subpar or that goals are not being met. According to research by Ariussanto et al. (2020), leadership style significantly affects employee engagement and the workplace. Employee performance is significantly influenced by the work environment and employee engagement. The findings also demonstrate that leadership style cannot directly influence employee performance since it involves interactions between top management and staff, necessitating the employment of intermediary variables to raise employee performance.

## LITERATURE REVIEW

### Leadership (X1)

Leadership is the ability of individuals to influence, motivate, and make others able to contribute to the effectiveness and success of the organization. So from House's opinion it can be said that leadership is a way of influencing and motivating others so that people want to contribute to the success of the organization.

### Work Environment (X<sub>2</sub>)

According to Mangkunegara (2016) the intended work environment includes clear job descriptions, challenging work targets, effective work communication patterns, work climate and relatively adequate work facilities. Alex S. Nitisemito (2016) states that the work environment is everything that is around the workers and that can affect them in carrying out the tasks assigned. The work environment consists of the physical and non-physical environment attached to employees so that they cannot be separated to get good employee performance.

### Employee engagement (X<sub>3</sub>)

The term employee engagement was first used by the Gallup research group in the 1990s (Buckingham & Coffman, 1999 in Schaufeli & Bakker, 2010). Meanwhile, Kreitner and Kinicki (2010) stated that employee engagement is the relationship, satisfaction and enthusiasm of a person towards his work. According to Britt (2003) in the research of Metzler (2006), employee engagement is a state where an employee is personally responsible and committed to completing his job very well.

### Performance (Y)

Sinambela (2018) suggests that employee performance is defined as the ability of employees to perform certain skills. Employee performance is very necessary, because with this performance it will be known how far the employee's ability to carry out the tasks assigned to him is. For this reason, it is necessary to determine clear and measurable criteria and set them together as a reference.

A leader is a person who in his work is more directed to invite to work together rather than giving orders to his subordinates (Hughes, 2009). From this it can provide a clear picture that there are differences and advantages in leadership carried out by a leader. The results of research by Ariussanto et al (2020) found that leadership style has a significant influence on employee engagement and the work environment. Employee engagement and work environment

have a significant effect on employee performance. The results of Gede's research (2018) which state that leadership has a positive and significant effect on employee performance. The hypotheses proposed in this study are:

**H<sub>1</sub>:** Leadership has an effect on the performance of employees of PT. Trikarya Mega International Bandar Lampung.

The work environment in a company is very important for management to pay attention to. Although the work environment does not carry out the production process in a company, the work environment has a direct influence on the employees who carry out the production process. The work environment is everything that is around employees at work, whether in the form of physical or non-physical, directly or indirectly that can affect themselves and their work while working (Nitisemito, 2015). The work environment consists of 2 types, namely the physical work environment and non-physical work environment. The physical work environment is all physical conditions that exist around the workplace that can affect employees either directly or indirectly, for example, such as chairs, tables, etc. While the non-physical work environment is all conditions that occur related to work relationships, both relationships with superiors and relationships with fellow coworkers, or relationships with subordinates (Sedarmayati, 2016). The results of Trisninawati's research (2021) show that the work environment has a positive effect on employee engagement. This is proven ( $\beta = 0.360$   $P = 0.049$ ) which means the hypothesis is proven. The results of this study indicate that the better the conditions of the work environment in the two outsourcing organizations, the better the level of employee engagement of employees in these organizations. The results of Riki Gunawan's research (2019) show that the description of the work environment is in a good category, the description of employee engagement is in the high category, and employee engagement is influenced by the work environment. So that the work environment needs to be considered in supporting the increase in employee engagement. *the Pristiawiana Okta's research (2019) shows that work environment has a significant effect on work engagement for the employees of Hotel Pelangi Malang.* The hypotheses proposed in this study are:

**H<sub>2</sub>:** The work environment affects the performance of employees of PT. Trikarya Mega International Bandar Lampung.

Employees who have a high level *engagement* will have a high emotional attachment to the organization. High emotional attachment will affect employees in completing their work and tend to have satisfactory work quality (Schaufeli & Bakker, 2004 in Margaretha and Saragih, 2008). The results of research by Nurmala Dewi (2022) show that there is a positive and significant influence between transformational leadership style and employee engagement performance employee engagement at the head office of PT Agro Sinergi Nusantara as indicated by the F test results of 21,340 and a significance value of 0.000. The results obtained by the regression equation  $Y = 14.641a - 0.050X_1 + 0.844X_2 + e$ , and the effect is 61.3% and the remaining 38.7% is influenced by variables outside the study. The hypothesis proposed in this study is:

**H<sub>3</sub>:** Employee engagement has an effect on the performance of employees of PT. Trikarya Mega International Bandar Lampung.

The general definition of employee engagement is understood as a desirable condition which includes the goals of the organization as well as commitment, involvement, enthusiasm, passion, focus on effort and energy. From the explanation above, it can be concluded that employee engagement is positive feelings, thoughts and attitudes about work that lead to greater individual performance and commitment. Employee engagement is influenced by 5 factors in this study, namely leadership, work environment, compensation, training, and teamwork (Anitha, 2014; Fleming, 2007; Maslach et al, 2001; Azeem, et al, 2013; Masih et al, 2013). The results of Fredi Susanto's (2020) research show that the independent variables simultaneously affect employee engagement. Then only the *teamwork* that partially and significantly affects employee engagement. The teamwork variable is also the most dominant factor in employee engagement at the Ibis Style Hotel Surabaya. *Vivi Putri Ramadhoani (2020)* The research results obtained are the work environment has a negative and significant influence on *turnover intention*, *Self-efficacy* has a negative and significant influence on *turnover intention*, *Work Family Conflict* has a positive and significant influence on *turnover intention*, Employee engagement has negative and significant effect on *turnover intention*. The hypotheses proposed in this study are:

**H<sub>4</sub>:** Leadership and work environment affect the performance of employees of PT. Trikarya Mega International Bandar Lampung.

## RESEARCH METHODS

### Population and Sample

The population in this study were employees of PT. Trikarya Mega International Bandar Lampung as many as 100 people. According to Sugiyono (2016) the population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then draw conclusions, the author gives several sample requirements, namely:

a. Employees of PT. Trikarya Mega International Bandar Lampung

- b. Have worked at least 1 year PT. Trikarya Mega International Bandar Lampung
- c. Willing to be a respondent in the study of 100 respondents.

The sampling technique used is a saturated sampling technique. Saturated sampling technique is a sampling technique when all members of the population are used as samples. Therefore, the authors chose a sample using a saturated sampling technique because the population is relatively small, namely as many as 100 people.

**Data Collection Techniques The data**

Collection technique used in this study was a questionnaire. The list of questions used in the questionnaire is closed. It is closed, meaning that alternative answers have been provided (Sugiyono, 2016). The questionnaire was prepared by the researcher himself to obtain data related to the research problem. The research instrument used in this study was a questionnaire. The questionnaire is a data collection technique by providing or distributing a list of questions to respondents in the hope of responding to the list of questions (Sugiyono, 2016). The research instrument used a Likert Scale.

**Method of Analysis**

The aim is to find out how much influence the independent variation variable has on the dependent variable. Multiple linear regression test was used because in this study there were 3 independent variables. Umar (2013) To find out this, the researchers used the multiple linear regression analysis model as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + et$$

Description:

- Y = Performance
- X<sub>1</sub> = Leadership
- X<sub>2</sub> = work environment
- X<sub>3</sub> = Employee engagement
- a = constant value
- b = regression coefficient
- et = disturbance term.

**Operational Variables**

In this section state the variables used, arrange them as in the example below:

- 1. Dependent variable:
  - Performance (Y)
- 2. Independent variables:
  - a. Leadership (X<sub>1</sub>)
  - b. Work environment (X<sub>2</sub>)
  - c. Employee engagement (X<sub>3</sub>)

**RESULTS AND DISCUSSION**

Prior to data processing, all answers given by respondents were tested with validity and reliability tests which were tested on respondents. The results of the validity test using the test criteria for this test are if r count > r table, then it is valid and if r count < r table, then it is not valid.

**Table 2.** Results of Leadership Questionnaire Validity Test (X<sub>1</sub>)

Statement	r <sub>count</sub>	r <sub>table</sub>	Condition	Conclusion
Item 1	0.685	0.1946	r <sub>count</sub> > r <sub>table</sub>	Valid
Item 2	0.615	0.1946	r <sub>count</sub> > r <sub>table</sub>	Valid
Item 3	0.884	0.1946	r <sub>count</sub> > r <sub>table</sub>	Valid
Item 4	0.460	0.1946	r <sub>count</sub> > r <sub>table</sub>	Valid
Item 5	0.884	0.1946	r <sub>count</sub> > r <sub>table</sub>	Valid
Item 6	0.439	0.1946	r <sub>count</sub> > r <sub>table</sub>	Valid
Item 7	0.674	0.1946	r <sub>count</sub> > r <sub>table</sub>	Valid
Item 8	0.591	0.1946	r <sub>count</sub> > r <sub>table</sub>	Valid
Item 9	0.800	0.1946	r <sub>count</sub> > r <sub>table</sub>	Valid
Item 10	0.544	0.1946	r <sub>count</sub> > r <sub>table</sub>	Valid

Source: Data Processed in 2022

Based on Table 2 results test the validity of the leadership variable ( $X_1$ ) by displaying all the relevant statement items regarding the leadership variable. The results obtained are the  $r_{\text{count}}$  is greater than  $r_{\text{table}}$  (0.1946), thus all the leadership statement items are declared valid.

**Table 3.** Test Results of Questionnaire Validity Work Environment ( $X_2$ )

Statement	$r_{\text{count}}$	$r_{\text{table}}$	Condition	Conclusion
Item 1	0.685	0.1946	$r_{\text{count}} > r_{\text{table}}$	Valid
Item 2	0.615	0.1946	$r_{\text{count}} > r_{\text{table}}$	Valid
Item 3	0.884	0.1946	$r_{\text{count}} > r_{\text{table}}$	Valid
Item 4	0.460	0.1946	$r_{\text{count}} > r_{\text{table}}$	Valid
Item 5	0.884	0.1946	$r_{\text{count}} > r_{\text{table}}$	Valid
Item 6	0.439	0.1946	$r_{\text{count}} > r_{\text{table}}$	Valid
Item 7	0.543	0.1946	$r_{\text{count}} > r_{\text{table}}$	Valid
Item 8	0.680	0.1946	$r_{\text{count}} > r_{\text{table}}$	Valid
Item 9	0.769	0.1946	$r_{\text{count}} > r_{\text{table}}$	Valid
Item 10	0.883	0.1946	$r_{\text{count}} > r_{\text{table}}$	Valid

Source: Data Processed in 2022

Based on Table 3 results test the validity of the work environment variable ( $X_2$ ) by displaying all relevant statement items regarding the work environment. The results obtained are the  $r_{\text{count}}$  is greater than  $r_{\text{table}}$  (0.1946), thus all work environment statement items are declared valid.

**Table 4.** Test Results of Employee Engagement ( $X_3$ )

Statement	$r_{\text{count}}$	$r_{\text{table}}$	Condition	Conclusion
Item 1	0.672	0.1946	$r_{\text{count}} > r_{\text{table}}$	Valid
Item 2	0.495	0.1946	$r_{\text{count}} > r_{\text{table}}$	Valid
Item 3	0.712	0.1946	$r_{\text{count}} > r_{\text{table}}$	Valid
Item 4	0.792	0.1946	$r_{\text{count}} > r_{\text{table}}$	Valid
Item 5	0.774	0.1946	$r_{\text{count}} > r_{\text{table}}$	Valid
Item 6	0.691	0.1946	$r_{\text{count}} > r_{\text{table}}$	Valid
Item 7	0.693	0.1946	$r_{\text{count}} > r_{\text{table}}$	Valid
Item 8	0.881	0.1946	$r_{\text{count}} > r_{\text{table}}$	Valid

Source: Data Processed in 2022

Variable validity test employee engagement ( $X_3$ ) by displaying all relevant statement items regarding employee engagement. The results obtained are  $r_{\text{count}}$  is greater than  $r_{\text{table}}$  (0.1946). Thus, all employee engagement are declared valid.

**Table 5.** Test Results of Performance Questionnaire Validity (Y)

Statement	$r_{\text{count}}$	$r_{\text{table}}$	Condition	Conclusion
Item 1	0.537	0.1946	$r_{\text{count}} > r_{\text{table}}$	Valid
Item 2	0.455	0.1946	$r_{\text{count}} > r_{\text{table}}$	Valid
Item 3	0.503	0.1946	$r_{\text{count}} > r_{\text{table}}$	Valid
Item 4	0.647	0.1946	$r_{\text{count}} > r_{\text{table}}$	Valid
Item 5	0.709	0.1946	$r_{\text{count}} > r_{\text{table}}$	Valid
Item 6	0.514	0.1946	$r_{\text{count}} > r_{\text{table}}$	Valid
Item 7	0.677	0.1946	$r_{\text{count}} > r_{\text{table}}$	Valid
Item 8	0.684	0.1946	$r_{\text{count}} > r_{\text{table}}$	Valid
Item 9	0.715	0.1946	$r_{\text{count}} > r_{\text{table}}$	Valid
Item 10	0.703	0.1946	$r_{\text{count}} > r_{\text{table}}$	Valid

Source: Data Processed in 2022

Based on Table 5 test results the validity of the performance variable (Y) by displaying all relevant statement items regarding performance. The results obtained are the  $r_{\text{count}}$  is greater than  $r_{\text{table}}$  (0.1946). Thus, all performance statement items are declared valid.

After the validity test, the examiner then conducted a reliability test on each instrument variable  $X_1$ , variable  $X_2$ , variable  $X_3$  and instrument variable Y using the *Cronbach Alpha*.

**Table 6.** Reliability Test Results

Variable	Coefficient Alpha Chronbach	Alpha Cronbach	Conclusion
Leadership	0.853	0.600	Reliable
Work environment	0.853	0.600	Reliable
Employee engagement	0.748	0.600	Reliable
Performance	0.794	0.600	Reliable

Source: Data Processed in 2022

Based on the results of the reliability test in Table 6, the *Cronbach's Alpha* of all independent variables and the dependent variable has a *Cronbach's Alpha* > 0.600. These results indicate that the variables of leadership ( $X_1$ ), work environment ( $x_2$ ), employee engagement ( $X_3$ ) and performance (Y) are stated to be reliable.

Based on the results of research and data processing, multiple linear regression analysis data were obtained as follows:

**Table 7.** Multiple Regression Analysis  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,379	2,188		8,287	,000
	Leadership	,953	,059	,140	7,606	,011
	Work environment	,438	,070	,027	5,279	,011
	Employee engagement	,577	,087	,594	6,608	,013

a. Dependent Variable: Performance

Source: Data Processed in 2022

Based on Table 7, then entered into the equation:

$$Y = 9,379 + 0.953 X_1 + 0.438 X_2 + 0.577 X_3 + e$$

The results of the equation show that leadership and work environment have a positive and direct effect on performance

1. Every time there is an increase in the value of the leadership variable 1%, the performance will increase by 0.953%.
2. Every time there is an increase in the value of the work environment variable 1%, the performance will increase by 0.438%.
3. Every time there is an increase in the value of the employee engagement 1%, the performance will increase by 0.577%.

Based on the information above, it can be concluded that the regression coefficient value of leadership is greater than the work environment and employee engagement on the performance of employees of PT. Trikarya Mega International Bandar Lampung.

The t test is used to show whether an independent variable individually affects the dependent variable (Ghozali, 2011). The test criteria with a significance level ( $\alpha$ ) = 0.05 are determined as follows:

If  $t_{count} > t_{table}$ , then  $H_0$  is rejected and  $H_a$  is accepted.

If  $t_{count} < t_{table}$ , then  $H_0$  is accepted and  $H_a$  is rejected.

Based on the results of research and data processing, it is obtained:

**Table 8.** t-test  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,379	2,188		8,287	,000
	Leadership	,953	,059	,140	7,606	,011
	Work environment	,438	,070	,027	5,279	,011
	Employee engagement	,577	,087	,594	6,608	,013

a. Dependent Variable: Performance

Source: Data Processed in 2022

Based on Table 8 it is known that:

1. The result of the t-test<sub>count</sub> for the Leadership variable is 7.606 ( $t = 7.606 > t_{table} = 1.660$ ) and sig = 0.000 < 0.05 which means that there is an influence of leadership on the performance of employees of PT. Trikarya Mega International Bandar Lampung.
2. The result of the t-test<sub>count</sub> for the work environment variable is 5.279 ( $t = 5,279 > t_{table} = 1.660$ ) and sig = 0.011 < 0.05 which means that there is an influence of the work environment on the performance of employees of PT. Trikarya Mega International Bandar Lampung.
3. The result of t-test<sub>count</sub> variable is *employee engagement* 6.608 ( $t = 6.608 > t_{table} = 1.660$ ) and sig = 0.013 < 0.05 which means that there is an effect of *employee engagement* on the performance of employees of PT. Trikarya Mega International Bandar Lampung.

Simultaneous F test is used to show whether all independent variables included in the model have a joint effect on the dependent variable. F test is done by comparing<sub>calculated</sub> F and  $F_{table}$ .  $F_{table}$  can be searched based on the statistical table at a significance of 0.05  $df = k-1$  or  $3-1 = 2$  and  $df_2 = nk$  or  $100-3 = 97$  (k is the number of independent variables), the number obtained is 2.6802.results are obtained *output* in the following table:

**Table 9. F Test  
ANOVA<sup>b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	333,530	3	83,383	17,490	,000 <sup>a</sup>
	Residual	548,261	96	4,767		
	Total	881,792	99			

- a. Predictors: (Constant), Leadership, Work environment, Employee engagement  
b. Dependent Variable: Performance

Source: Data Processed in 2022

Based on the results of the simultaneous test from Table 9, it is obtained that  $F_{count} = 17.490 > F_{table} = 2.6802$  which means that there is an influence of leadership, work environment, and *employee engagement* on the performance of PT. Trikarya Mega International Bandar Lampung.

The coefficient of determination aims to measure how far the model's ability to explain variations in the dependent variable is. The value of the coefficient of determination is  $0 < R^2 < 1$ . The coefficient of determination that is close to one means that the independent variables provide almost all the information needed to predict the dependent variable. The use of *R square* is biased towards the number of independent variables included in the model. Every additional independent variable into the model, then the *R square* must increase no matter whether the independent variable has a significant effect or not. Unlike *R square*, the *adjusted R square* can increase or decrease if there are additional independent variables into the model (Ghozali, 2011).

**Table 10. Determinant Coefficient Test Results (Adjust R<sup>2</sup>)  
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,862 <sup>a</sup>	,538	,357	2,18346

- a. Predictors: (Constant), Leadership, Work environment, Employee engagement  
Source: Data Processed in 2022

Results of the test table value of R is 0.861 which means that the relationship between the independent variables (Leadership, Work environment and employee engagement) on the dependent variable (performance) is 86.1%, while the coefficient of determination R square is 0.538. This means that all independent variables (X) which include Leadership, Work environment and employee engagement have a joint contribution of 53.8% to the related variable (Y) performance while the rest is explained by other factors outside of this study.

1. The Effect of Leadership on Performance

Based on the results of the t-test for the Leadership variable of 7.606 ( $t = 7.606 > t_{table} = 1.660$ ) and sig = 0.000 < 0.05 which means that there is an influence of Leadership on the performance of employees of PT. Trikarya Mega International Bandar Lampung. A leader is a person who in his work is more directed to invite to work together rather than giving orders to his subordinates (Hughes, 2009). From this, it can provide a clear picture that there are differences and advantages in leadership that is carried out by a leader.

Ariussanto et al. (2020) research results found that leadership style has a significant influence on employee engagement and work environment. Employee engagement and work environment have a significant effect on employee performance. Then research by Nurmala Dewi (2022) on the factors that affect the performance of employees at the head

office of PT. The archipelago's agro synergy shows that there is a positive and significant influence between transformational leadership styles on performance.

The results of Gede's research (2018) *The Effect of Leadership on Employee Performance Moderated by Work Motivation at BPRs in Sukawati Gianyar District*. The results of the analysis can be seen that Leadership has a positive and significant effect on employee performance. Work motivation has a positive and significant effect on employee performance. Work motivation moderates the influence of leadership positively and significantly on employee performance.

## 2. Effect of Work environment on Performance

Based on the results of the t-test for the Work environment variable of 5.279 ( $t = 5,279 > t_{table} = 1.660$ ) and  $sig = 0.026 < 0.05$  which means that there is an influence of work environment on the performance of employees of PT. Trikarya Mega International Bandar Lampung. The work environment in a company is very important for management to pay attention to. Although the work environment does not carry out the production process in a company, the work environment has a direct influence on the employees who carry out the production process. Work environment is everything that is around employees at work, whether in the form of physical or non-physical, directly or indirectly that can affect themselves and their work while working (Nitisemito, 2015).

Work environment consists of 2 types, namely physical work environment and non-physical work environment. The physical work environment is all physical conditions that exist around the workplace that can affect employees either directly or indirectly, for example, such as chairs, tables, etc. While the non-physical work environment is all conditions that occur related to work relationships, both relationships with superiors and relationships with fellow co-workers, or relationships with subordinates (Sedarmayati, 2016).

The results of Sihaloho's research (2019) on the influence of the work environment on employee performance at PT. Super Setia Sagita Medan, the results obtained that the work environment partially has a positive and significant effect on the work environment at PT. Super Faithful Sagita Medan. Then the results of Lestary's research (2017) *The Effect of Work Environment on Employee Performance in the Detail Part Manufacturing Division of the Production Directorate of PT Dirgantara Indonesia (Persero)*, Based on the research that has been done, the regression equation  $Y = 40,404 + 0.438X$  is obtained. The results of the study stated that the work environment and performance of employees in the Detail Part Manufacturing Division of the Production Directorate of PT Dirgantara Indonesia (Persero) had a moderate positive relationship with a value of 0.438 and the work environment had an effect on employee performance.

## 3. The Effect of Employee Engagement on Performance

The results of the t-test 6.608 ( $t_{act} = 6.608 > t_{table} = 1.660$ ) and  $sig = 0.013 < 0.05$ , which means that there is an effect of employee engagement on the performance of employees of PT. Trikarya Mega International Bandar Lampung. Employees who have a high level of engagement will have a high emotional attachment to the organization. High emotional attachment will affect employees in completing their work and tend to have satisfactory work quality (Schaufeli & Bakker, 2004 in Margaretha and Saragih, 2008).

The results of research by Nurmala Dewi (2022) show: there is a positive and significant influence between transformational leadership style and employee engagement on employee engagement performance at the head office of PT Agro Sinergi Nusantara as indicated by the F test results of 21,340 and a significance value of 0.000. Then the results of Handoyo's research (2017) which states that employee engagement has a positive and significant effect on employee performance at PT Tirta Rejeki Dewata. So it can be said that by increasing employee engagement, it can improve employee performance.

The results of Kusumawati's research (2017) There is a positive but not significant effect between employee engagement on employee performance in the D-3 Faculty of Economics Program at the Islamic University of Indonesia Yogyakarta, so it can be stated that the first hypothesis is neither proven nor rejected. Based on calculations carried out with the t-test on the effect of employee engagement on the performance of the D-3 Program of the Faculty of Economics at the Islamic University of Indonesia Yogyakarta, it was obtained that the collaborated factor was not the most dominant factor affecting the performance of the D-3 Program employees of the Faculty of Economics at the Islamic University of Indonesia Yogyakarta. , so it can be stated that the second hypothesis that has been stated previously is not proven or rejected.

## 4. Influence of Leadership, Work environment and Employee Engagement on Employee Performance

Based on the research obtained  $F_{count} = 17.490 > F_{table} = 2.6802$  which means that there is an influence of Leadership, Work environment, and employee engagement on the performance of employees of PT. Trikarya Mega International Bandar Lampung.

Sinambela (2018) suggests that employee performance is defined as the ability of employees to perform certain skills. Employee performance is very necessary, because with this performance it will be known how far the employee's ability

to carry out the tasks assigned to him is. For this reason, it is necessary to determine clear and measurable criteria and set them together as a reference.

Aspects of employee performance can be seen as follows: a) work results, how someone gets something he does. b) discipline, namely accuracy in carrying out tasks, how a person completes his work in accordance with the demands of the time required. c) responsibility and cooperation, how someone can work well even in the presence or absence of supervision. The above aspects are in line with Mangkunegara (2017) that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

The results of research by Nurmala Dewi (2022) on the factors that affect the performance of employees at the head office of PT. Agro Sinergi Nusantara, shows: 1) There is a positive and significant influence between transformational leadership style and employee engagement on employee engagement performance at the head office of PT Agro Sinergi Nusantara which is shown from the F test results of 21,340 and a significance value of 0.000 B. 2) There is a negative and positive effect. not significant between Leadership style on employee performance seen from the results of the t-test of - 0.318 and a significance value of 0.753. 3) There is a positive and significant effect between employee engagement on employee performance as seen from the t-test of 4.969 and a significance value of 0.000. The results obtained by the regression equation  $Y = 14,641a - 0.050X1 + 0.844X2 + e$ , and the effect is 61.3% and the remaining 38.7% is influenced by variables outside the study.

Then Trisninawati's research (2021) The influence of work motivation and work environment on the performance of outsourcing employees in the mediation of employee engagement, the results of the study show that the work environment has a positive effect on employee engagement. This is proven ( $\beta = 0.360$   $P = 0.049$ ) which means the hypothesis is proven. The results of this study indicate that the better the work environment conditions in the two outsourcing organizations, the better the level of employee engagement of employees in these organizations.

## CONCLUSION

Based on the results of research and discussion, it can be concluded that:

1. There is a positive Leadership on the performance of employees of PT. Trikarya Mega International Bandar Lampung.
2. There is a positive work environment on the performance of employees of PT. Trikarya Mega International Bandar Lampung.
3. There is a positive employee engagement on the performance of employees of PT. Trikarya Mega International Bandar Lampung.
4. There is a simultaneous Leadership, Work environment and employee engagement on performance at PT. Trikarya Mega International Bandar Lampung.

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