

Leadership style and work environment driving employee performance in an infrastructure solutions company

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DOI: <https://doi.org/10.65881/ecobiztech.v1i2.162>

ARTICLE INFO

History:

Received: 07-18-2026

Revised: 07-22-2026

Accepted: 07-23-2026

Published: 07-27-2026

Keywords:

leadership style;
work environment;
employee performance;
human resource
management;
infrastructure solutions
company.

ABSTRACT

Purpose: to examine the effects of leadership style and work environment on employee performance, both partially and simultaneously, at PT Cipta Kreasi Mediatama.

Method: this study employed a quantitative research method with an associative approach. The research was conducted at PT Cipta Kreasi Mediatama, involving all 53 employees as respondents through a saturated sampling technique. Data were collected using questionnaires and analyzed using multiple linear regression analysis to examine the effects of leadership style and work environment on employee performance.

Findings: leadership style and work environment have a positive and significant influence on employee performance. Effective leadership practices and a supportive work environment contribute to improving employee productivity, work effectiveness, and overall performance. Furthermore, both factors simultaneously play an important role in enhancing employee performance at PT Cipta Kreasi Mediatama.

Implications: highlight the importance of strengthening leadership practices and improving workplace conditions as strategic efforts to enhance employee performance.

Originality: lies in examining the combined influence of leadership style and work environment on employee performance within the context of an infrastructure solutions company, a setting that remains relatively underexplored.



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Introduction

The increasingly dynamic business environment, driven by globalization, technological advancement, and intensified market competition, has compelled organizations to strengthen their competitive advantage continuously (Agustian et al., 2023; Harahap et al., 2023). Organizations can no longer rely solely on financial capital,

technological capabilities, or physical assets to sustain business performance (Asutay & Ubaidillah, 2024). Instead, human resources have become one of the most valuable strategic assets in determining organizational success because employees are responsible for transforming organizational resources into competitive outcomes (Alipour et al., 2022; Mohiuddin et al., 2022; G. Wang et al., 2024). Consequently, organizations are required to implement effective human resource management practices that enhance employee capabilities, encourage collaboration, and improve organizational productivity (Agustian et al., 2023; Al-Tit et al., 2022; Gadzali et al., 2023). Employee performance therefore represents a critical indicator of organizational effectiveness, reflecting the extent to which employees accomplish their assigned responsibilities and contribute to organizational objectives (Vuong & Nguyen, 2022). Accordingly, understanding the organizational factors that influence employee performance has become an increasingly important issue for both researchers and practitioners.

PT Cipta Kreasi Mediatama, an infrastructure solutions company, evaluates employee performance annually using standardized performance appraisal criteria as the basis for managerial decision-making and workforce development. However, company records indicate a consistent decline in average employee performance scores over the last three years, decreasing from 93 in 2023 to 91 in 2024 and further to 87 in 2025. Although these scores remain within the "good" performance category, the downward trend suggests that employee performance has not reached its optimal level. Field observations further revealed several operational issues contributing to this condition. Employees were found to demonstrate insufficient responsibility in completing assigned tasks, resulting in delays in work completion and lower productivity. In addition, several employees failed to comply with the company's standard operating procedures (SOPs), particularly regarding product packaging standards, leading to inconsistencies in product quality and reduced customer satisfaction. The observations also identified managerial issues associated with leadership practices, including ineffective communication between supervisors and employees, unclear work instructions, and inadequate supervision, all of which potentially reduce employee motivation and work effectiveness. Furthermore, several aspects of the physical work environment were found to be inadequate, including poorly maintained ventilation systems, ineffective air conditioning, and excessive workplace noise, creating an uncomfortable working atmosphere that may negatively affect employee concentration, health, and overall performance.

Previous studies have consistently demonstrated that leadership style and work environment are important determinants of employee performance. Effective leadership enables organizations to motivate employees, improve communication, and create a supportive organizational climate that enhances work outcomes (Marbun et al., 2023; Saavedra et al., 2024; Santoso et al., 2022). Likewise, a conducive work environment contributes to employees' physical and psychological well-being, allowing them to perform their duties more efficiently (Dumitriu et al., 2025; Hamed et al., 2025). Empirical evidence also confirms that leadership style positively influences employee performance (Abdelwahed et al., 2023; Qiao et al., 2024; Umrani et al., 2024), while the work environment significantly affects employees' work effectiveness (Dullah et al., 2023; Sugma, 2022; Zhenjing et al., 2022). Nevertheless, most previous studies have focused on manufacturing, banking, and service organizations, while relatively limited attention has been given to infrastructure solutions companies, which possess unique operational characteristics requiring close coordination, technical precision, and

effective leadership. Moreover, many previous studies have investigated leadership style and work environment independently or within different organizational contexts, making the combined examination of these variables in the infrastructure solutions industry relatively limited. This context constitutes an important research gap. Therefore, this study offers novelty by simultaneously examining the influence of leadership style and work environment on employee performance within an infrastructure solutions company, thereby extending the existing body of knowledge to a different industrial setting.

Based on the identified organizational problems and the existing research gap, this study aims to analyze the influence of leadership style and work environment on employee performance at PT Cipta Kreasi Mediatama. Specifically, the study seeks to determine the individual and simultaneous effects of leadership style and work environment on employee performance, thereby providing empirical evidence regarding the organizational factors that contribute to improved employee effectiveness. The findings are expected to provide a more comprehensive understanding of how managerial practices and workplace conditions collectively shape employee performance within infrastructure-based business organizations.

This study is important because improving employee performance has become a strategic priority for organizations seeking to maintain a sustainable competitive advantage in an increasingly competitive business environment. From a theoretical perspective, this study contributes to the human resource management literature by enriching empirical evidence regarding the relationship between leadership style, work environment, and employee performance within the context of an infrastructure solutions company, a sector that remains relatively underexplored. From a practical perspective, the findings are expected to provide valuable recommendations for PT Cipta Kreasi Mediatama in developing more effective leadership practices, strengthening internal communication, improving supervisory mechanisms, and creating a more supportive physical work environment. Ultimately, these improvements are expected to enhance employee productivity, improve service quality, strengthen organizational performance, and support the company's long-term sustainability.

Literature review

Grand theory

This study is grounded in human resource management (HRM) theory, which emphasizes that human resources are strategic organizational assets capable of creating sustainable competitive advantage through effective management practices (Gunawan & Mikhail, 2025; Jiang et al., 2024). Human resource management focuses on planning, organizing, directing, and controlling organizational activities related to employees in order to achieve both organizational and individual objectives (Agustian et al., 2023). According to Baloch et al. (2022), organizational success depends largely on management's ability to effectively utilize human resources through appropriate leadership, a supportive work environment, and employee development. Human resource management theory argues that organizational performance can be improved by implementing managerial practices that enhance employee motivation, commitment, competence, and productivity (Jiang et al., 2024). Therefore, leadership style and work environment are considered two important organizational factors that influence employee behavior and ultimately determine employee performance.

Employee performance

Employee performance refers to the level of achievement demonstrated by employees in completing their assigned duties according to predetermined standards and organizational objectives (Mulyono et al., 2024; Zysman & Costinot, 2022). Performance reflects the quality and quantity of work produced within a specified period while complying with organizational responsibilities. According to Baloch et al. (2022), employee performance is influenced by both internal factors, such as competence and motivation, and external factors, including leadership, organizational support, and work environment. Riwukore et al. (2022) further explains that employee performance is generally evaluated through work quality, work quantity, timeliness, responsibility, discipline, and cooperation. Organizations with high-performing employees generally experience greater operational effectiveness, improved customer satisfaction, and stronger competitive advantage. Therefore, improving employee performance remains one of the primary objectives of human resource management.

Leadership style

Leadership style refers to the pattern of behavior demonstrated by leaders when influencing, directing, motivating, and supervising employees to accomplish organizational goals (Fischer & Sitkin, 2023). Effective leaders can establish clear communication, make appropriate decisions, provide motivation, and build positive relationships with subordinates (Marbun et al., 2023). According to Q. Wang et al. (2022), leadership style reflects how leaders interact with employees in assigning responsibilities, solving organizational problems, and encouraging employees to achieve optimal performance. Similarly, Kwarteng et al. (2024) explain that leadership style significantly affects employee attitudes, motivation, and productivity because employees generally respond positively to leaders who provide clear direction, appreciation, and support. Several indicators of leadership style include communication effectiveness, decision-making ability, supervision, delegation of authority, motivation, and responsibility (Asykur & Muthmainnah, 2024; Syahlan et al., 2024). Effective leadership creates trust between leaders and employees, increases organizational commitment, and encourages employees to perform beyond expected standards.

Work environment

The work environment refers to all physical and non-physical conditions surrounding employees while performing their work activities (Arbyan & Riyanto, 2023; Oyediji et al., 2025). A supportive work environment enables employees to perform their duties comfortably, safely, and efficiently, thereby improving organizational productivity. Oyediji et al. (2025) explains that the physical work environment includes workplace layout, lighting, ventilation, temperature, cleanliness, noise level, and workplace safety. Meanwhile, the non-physical work environment includes interpersonal relationships, communication, organizational climate, and cooperation among employees. According to Kim & Jung (2022) organizations that provide a comfortable work environment tend to have employees with higher motivation, lower stress levels, and better job performance. An inadequate work environment may reduce employee concentration, increase fatigue, decrease job satisfaction, and ultimately lower employee performance. Therefore, organizations should continuously improve workplace conditions to support employee effectiveness and organizational sustainability.

Hypothesis development

Leadership plays an essential role in directing employees toward achieving organizational goals. Leaders who communicate effectively, provide motivation, establish clear expectations, and conduct appropriate supervision create a positive working atmosphere that encourages employees to perform better. Effective leadership also strengthens employees' commitment and willingness to contribute to organizational success (Fardiansyah et al., 2025). Previous empirical studies consistently demonstrate that leadership style positively influences employee performance. Park et al. (2022) found that effective leadership significantly improves employee performance by increasing work motivation and organizational commitment. Likewise, Hajiali et al. (2022) reported that leadership style has a positive and significant effect on employee performance because employees perform more effectively when guided by supportive and competent leaders. Therefore, the following hypothesis is proposed:

H1: Leadership style has a positive and significant effect on employee performance.

A conducive work environment enables employees to perform their work comfortably and efficiently. Good workplace conditions reduce fatigue, improve concentration, and increase employee satisfaction, all of which contribute to better performance (Voordt & Jensen, 2023). Empirical studies support this relationship. Dullah et al. (2023) stated that a supportive work environment significantly improves employee performance by creating greater comfort and work effectiveness. Similarly, Arbyan & Riyanto (2023) found that both physical and non-physical work environments positively influence employee productivity and work quality. Accordingly, the following hypothesis is proposed:

H2: Work environment has a positive and significant effect on employee performance.

Method

This study employed a quantitative research approach with an explanatory design to examine the causal relationships between leadership style, work environment, and employee performance. The quantitative approach was selected because it enables the researcher to measure research variables using numerical data objectively and statistically test the proposed hypotheses. The explanatory design is appropriate for identifying both the individual and simultaneous effects of leadership style and work environment on employee performance. The research was conducted at PT Cipta Kreasi Mediatama, an infrastructure solutions company located in Depok city, West Java, Indonesia. This company was selected because it has experienced a gradual decline in employee performance over the past three years despite maintaining performance ratings within the good category. These organizational conditions provide an appropriate context for examining the factors that influence employee performance.

The target population consisted of all employees of PT Cipta Kreasi Mediatama, totaling 53 employees. Since the population size was relatively small, this study adopted a saturated sampling (census) technique, whereby every member of the population was included as a research respondent. Consequently, the sample comprised all 53 employees, ensuring that the collected data fully represented the characteristics of the organization's workforce while minimizing sampling error. Primary data were collected through a structured questionnaire distributed directly to all respondents. The questionnaire was designed to measure three research variables: leadership style as the independent variable, work environment as the second independent variable, and employee performance as the dependent variable. Each construct was measured using

multiple indicators adapted from established human resource management literature and assessed using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Secondary data, including employee performance records and organizational documents, were also utilized to support the analysis and provide contextual information regarding the research setting.

Prior to hypothesis testing, the collected data were examined to ensure data quality through validity and reliability testing. To test the proposed hypotheses, multiple linear regression analysis was employed to evaluate both the partial and simultaneous effects of leadership style and work environment on employee performance. The analysis was preceded by classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, to ensure that the regression model satisfied the required statistical assumptions. Hypothesis testing was subsequently performed using the t-test to examine the individual effects of each independent variable and the F-test to evaluate their simultaneous effect. All statistical analyses were conducted using IBM SPSS software.

Results and discussion

Data quality test

Prior to hypothesis testing, the quality of the research instrument was evaluated through validity and reliability testing to ensure that the questionnaire accurately measured the intended constructs. The validity test results indicated that all questionnaire items for the leadership style, work environment, and employee performance variables produced corrected item-total correlation coefficients exceeding the minimum acceptable threshold of 0.30. Furthermore, all significance values were below 0.05, indicating that each indicator was capable of measuring its respective construct appropriately. These findings confirm that all measurement items are valid and suitable for subsequent statistical analysis.

The reliability of the research instrument was subsequently examined using Cronbach's Alpha coefficient. The results showed that the leadership style, work environment, and employee performance variables each produced Cronbach's Alpha values greater than 0.70. These values indicate a high level of internal consistency among the measurement items within each construct. Therefore, the questionnaire used in this study can be considered reliable, demonstrating that the instrument consistently measures the variables under investigation and produces dependable research data.

Classical assumption tests

Before performing multiple linear regression analysis, the classical assumptions underlying the regression model were evaluated to ensure that the data satisfied the statistical requirements. The normality test was conducted using the Kolmogorov-Smirnov test and supported by an examination of the Normal Probability Plot (P-P Plot). The Kolmogorov-Smirnov test produced an Asymp. Sig. (2-tailed) value greater than 0.05, indicating that the residuals followed a normal distribution. This finding was further supported by the Normal P-P Plot, where the standardized residuals were distributed closely around the diagonal line without substantial deviations. Accordingly, the residuals of the regression model can be considered normally distributed, satisfying the normality assumption required for multiple linear regression analysis.

The multicollinearity test was performed by examining the Variance Inflation Factor (VIF) and tolerance values for the independent variables. The analysis revealed

that all tolerance values exceeded 0.10, while all VIF values were below 10. These results indicate that no strong correlation exists between the independent variables, namely leadership style and work environment. Consequently, multicollinearity is not present in the regression model, allowing both independent variables to be simultaneously included in the analysis without causing estimation bias.

The heteroscedasticity assumption was evaluated using the scatterplot of standardized residuals and supported by the Glejser test. The scatterplot demonstrated that the residuals were randomly dispersed above and below the zero line without forming any systematic pattern. In addition, the significance values obtained from the Glejser test for all independent variables were greater than 0.05, indicating that the residual variance remained constant across all predicted values. Therefore, the regression model is free from heteroscedasticity, and the assumption of homoscedasticity has been fulfilled.

Overall, the validity and reliability tests confirmed that the research instrument has adequate measurement quality, while the classical assumption tests demonstrated that the regression model satisfies the assumptions of normality, absence of multicollinearity, and homoscedasticity. Consequently, the dataset is appropriate for further analysis using multiple linear regression to examine the effects of leadership style and work environment on employee performance at PT Cipta Kreasi Mediatama.

Multiple linear regression tests

To examine the proposed hypotheses, multiple linear regression analysis was performed to assess both the individual (partial) and simultaneous effects of leadership style and work environment on employee performance. The analysis estimates the direction and magnitude of the relationships between the independent variables and the dependent variable while determining their statistical significance. The results of the regression analysis, including the regression coefficients, t-statistics, significance values, and overall F-statistic, are presented in Table 1.

Table 1 results of multiple linear regression tests

Hypothesis	Coefficient	t-stat	Sig.
Leadership style → employee performance	0.571	5.424	0.000
Work environment → employee performance	0.411	4.592	0.000
F-stat		21.554	0.000

Source: primary data, processed

Table 1 presents the results of the multiple linear regression analysis examining the effects of leadership style and work environment on employee performance at PT Cipta Kreasi Mediatama. The regression coefficients indicate that both independent variables have positive coefficients, suggesting that improvements in leadership style and work environment are associated with higher levels of employee performance. The significance values obtained for both variables are below the 0.05 significance level, indicating that the estimated relationships are statistically significant.

Regarding the first hypothesis, the results show that leadership style has a positive and significant effect on employee performance. The regression coefficient for leadership style is 0.571, with a t-statistic of 5.424 and a significance value of 0.000. The positive regression coefficient indicates that improvements in leadership style are followed by an increase in employee performance, assuming that the other independent variable remains constant. Since the significance value is lower than 0.05, the first

hypothesis (H1) is accepted. These findings indicate that leadership style is an important factor influencing employee performance at PT Cipta Kreasi Mediatama.

The second hypothesis examines the effect of the work environment on employee performance. The regression analysis produces a regression coefficient of 0.411, with a t-statistic of 4.592 and a significance value of 0.000. The positive coefficient indicates that a more supportive work environment contributes to higher employee performance. Furthermore, the significance value is below the 0.05 threshold, confirming that the relationship is statistically significant. Therefore, the second hypothesis (H2) is accepted, indicating that improvements in the work environment significantly enhance employee performance.

The simultaneous effect of leadership style and work environment on employee performance was evaluated using the F-test. The analysis produced an F-statistic of 21.554 with a significance value of 0.000. Since the significance value is lower than 0.05, the regression model is statistically significant, indicating that leadership style and work environment jointly influence employee performance. These findings demonstrate that leadership style and work environment collectively contribute to explaining variations in employee performance at PT Cipta Kreasi Mediatama, indicating that both factors should be considered simultaneously in organizational efforts to improve employee performance.

The effect of leadership style on employee performance

The findings of this study demonstrate that leadership style has a positive and significant influence on employee performance at PT Cipta Kreasi Mediatama. This finding indicates that employee performance improves when leaders communicate effectively, provide clear direction, supervise work consistently, and motivate employees to carry out their responsibilities. In contrast, ineffective leadership practices tend to reduce employee understanding of work objectives, weaken coordination among team members, and ultimately hinder the achievement of organizational goals. These findings suggest that leadership is not merely a managerial function but also a strategic mechanism that shapes employee attitudes, work behavior, and overall organizational performance.

The results imply that employees perform more effectively when they receive clear instructions, constructive feedback, and continuous support from their supervisors. Leadership practices characterized by open communication and active supervision create greater confidence among employees in completing their assigned tasks (Banderali & Alvarado, 2022). Such conditions encourage employees to become more responsible, disciplined, and committed to achieving organizational targets. Consequently, effective leadership contributes not only to improving individual productivity but also to strengthening organizational effectiveness through better coordination and teamwork.

These findings are consistent with previous empirical studies. Park et al. (2022) reported that effective leadership significantly improves employee performance because leaders can motivate employees and establish a productive working atmosphere. Similarly, Hajiali et al. (2022) found that leadership style positively influences employee performance by enhancing employee commitment and encouraging greater work responsibility. Hubbart (2024) also stated that organizations with supportive leadership practices generally demonstrate higher employee productivity than organizations characterized by ineffective managerial communication. The consistency of these

findings reinforces the argument that leadership remains one of the primary determinants of employee performance across different organizational settings.

From a theoretical perspective, these findings support human resource management theory, which emphasizes that human resources constitute strategic organizational assets whose performance can be enhanced through effective managerial practices. Human resource management theory argues that organizational success depends on management's ability to direct, motivate, develop, and coordinate employees to achieve organizational objectives. Within this theoretical framework, leadership functions as one of the most important managerial instruments for aligning employee behavior with organizational goals. Effective leadership facilitates employee development, strengthens organizational commitment, and creates a positive work climate that ultimately improves employee performance (Fardiansyah et al., 2025). Therefore, the present findings provide empirical support for the proposition that appropriate leadership practices contribute directly to organizational effectiveness through improved employee performance.

The findings also align with leadership theory, which explains that leadership style reflects the behavioral approach leaders use to influence and direct employees. From this perspective, leaders who communicate clearly, provide motivation, delegate responsibilities appropriately, and supervise effectively are better able to encourage employees to achieve higher levels of performance (Ayati et al., 2025). Leadership is therefore viewed not only as a formal authority but also as a process of influencing employee behavior to accomplish organizational objectives. The positive relationship identified in this study confirms that leadership behaviors exhibited by supervisors play a substantial role in shaping employee attitudes and work outcomes.

The empirical conditions observed at PT Cipta Kreasi Mediatama further support these findings. Initial observations revealed that communication between supervisors and employees was not always effective, resulting in misunderstandings regarding work instructions and employee responsibilities. In addition, supervision was found to be relatively limited, allowing some employees to complete tasks without adequate monitoring. These conditions contributed to delayed task completion, inconsistent compliance with standard operating procedures (SOPs), and declining employee performance. The present findings indicate that improving leadership quality has the potential to address these operational problems by strengthening communication, increasing supervisory effectiveness, and providing employees with clearer performance expectations.

From a managerial perspective, these findings imply that organizational leaders should continuously develop leadership competencies that emphasize effective communication, participative decision-making, employee motivation, and consistent supervision. Leadership development programs, managerial training, coaching activities, and regular performance feedback should become integral components of the company's human resource development strategy. Furthermore, organizational management should establish a more structured communication system that enables employees to receive timely information and constructive guidance regarding their responsibilities. Strengthening leadership capability is expected to improve employee discipline, increase work quality, enhance organizational productivity, and support the company's long-term competitiveness.

The effect of work environment on employee performance

The findings of this study indicate that the work environment positively and significantly influences employee performance at PT Cipta Kreasi Mediatama. This result suggests that employees perform more effectively when they work in an environment that provides physical comfort, safety, and adequate organizational support. A favorable work environment enables employees to concentrate more effectively, reduces physical and psychological fatigue, and creates positive working conditions that encourage higher productivity. Conversely, inadequate workplace conditions may reduce employee comfort, increase work stress, and negatively affect work quality.

The findings further indicate that both physical and non-physical aspects of the work environment contribute to employee performance. Employees are more likely to demonstrate greater motivation and responsibility when workplace facilities adequately support their daily activities and when organizational conditions promote effective communication and collaboration. Comfortable workplace conditions also minimize distractions that may interfere with employee concentration, allowing employees to perform their duties more efficiently and accurately (Aufegger et al., 2022). These results confirm that employee performance is influenced not only by individual capability but also by the quality of the organizational environment in which employees perform their work.

The findings are consistent with previous empirical evidence. Dullah et al. (2023) stated that a conducive work environment significantly improves employee performance because employees experience greater comfort and satisfaction while performing their duties. Likewise, Arbyan & Riyanto (2023) reported that improvements in workplace conditions contribute positively to employee productivity and work quality. These previous findings consistently demonstrate that organizations providing supportive work environments generally achieve better employee performance than organizations with less favorable workplace conditions.

The findings also support human resource management theory, which emphasizes that organizational performance depends not only on employee competence but also on the organizational systems and work conditions that enable employees to perform effectively. Human resource management recognizes the work environment as an important organizational resource that influences employee behavior, motivation, and productivity. By creating a supportive workplace, organizations can optimize employee potential and improve organizational performance (Baloch et al., 2022). Consequently, the positive influence identified in this study reinforces the theoretical proposition that investments in workplace conditions represent an important strategy for improving employee effectiveness.

Furthermore, the findings are consistent with work environment theory, which explains that employee performance is strongly influenced by the physical and psychological conditions surrounding the workplace. Physical factors such as workplace cleanliness, ventilation, lighting, temperature, and noise directly affect employee comfort and concentration, while non-physical factors such as interpersonal relationships, communication, and organizational climate influence employee motivation and job satisfaction (Oyedemi et al., 2025). The positive relationship identified in this study confirms that improvements in workplace conditions create an environment that supports higher employee performance and organizational effectiveness.

These findings are highly relevant to the actual conditions observed at PT Cipta Kreasi Mediatama. Field observations revealed that several ventilation systems and air-

conditioning units were not functioning optimally, reducing workplace comfort and affecting indoor air quality. In addition, excessive workplace noise frequently disrupted employee concentration during work activities. Such environmental conditions may have contributed to the decline in employee performance observed over recent years. The present findings indicate that improving these workplace conditions has considerable potential to enhance employee concentration, reduce work-related fatigue, improve compliance with operational procedures, and increase overall employee productivity.

The practical implications of these findings suggest that organizational management should prioritize continuous improvements to both the physical and non-physical work environment. Workplace facilities should be maintained regularly to ensure that ventilation systems, air-conditioning equipment, lighting, and other physical infrastructure operate effectively. Management should also implement noise reduction measures and establish workplace policies that promote a more comfortable and productive working atmosphere. In addition, strengthening organizational communication, teamwork, and interpersonal relationships will further improve the non-physical work environment. Future organizational initiatives should integrate improvements in workplace conditions with broader human resource management strategies, thereby creating an organizational environment that supports sustainable employee performance and long-term organizational success.

Conclusions

This study concludes that leadership style and work environment play important roles in improving employee performance at PT Cipta Kreasi Mediatama. The findings demonstrate that effective leadership, characterized by clear communication, appropriate supervision, and employee motivation, contributes positively to employee performance. Likewise, a supportive work environment, including both physical and non-physical workplace conditions, enables employees to perform their duties more effectively and efficiently. Furthermore, the findings confirm that leadership style and work environment collectively contribute to enhancing employee performance, indicating that improvements in both managerial practices and workplace conditions are essential for achieving higher organizational effectiveness.

The findings provide both theoretical and practical contributions. From a theoretical perspective, this study strengthens the human resource management framework by providing empirical evidence that leadership style and work environment are important organizational factors influencing employee performance within the context of an infrastructure solutions company. The study also extends previous research by examining these variables simultaneously in an industry that has received relatively limited empirical attention. From a practical perspective, the results offer valuable insights for organizational management in designing strategies to improve employee performance through leadership development, enhanced communication, more effective supervision, and continuous improvement of workplace conditions. Nevertheless, this study has several limitations. It was conducted in a single company with a relatively small number of respondents, which may limit the generalizability of the findings to other organizations or industries. In addition, the study examined only two independent variables, whereas other organizational and individual factors may also influence employee performance.

Based on these limitations, future research is encouraged to involve larger samples drawn from multiple organizations or different industrial sectors to improve

the external validity and generalizability of the findings. Future studies should also incorporate additional variables, such as work motivation, organizational commitment, job satisfaction, employee engagement, organizational culture, or compensation, to provide a more comprehensive understanding of the determinants of employee performance. Moreover, adopting longitudinal research designs or mixed-method approaches would enable researchers to capture changes in employee performance over time and provide deeper insights into the mechanisms through which leadership style and work environment influence organizational outcomes.

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