
**THE EFFECT OF LEADERSHIP, WORK ENVIRONMENT, AND DISCIPLINE ON
EMPLOYEES' PRODUCTIVITY AT PT. AMRI MARGATAMA CAPITAL**

*PENGARUH KEPEMIMPINAN, LINGKUNGAN KERJA, DAN KEDISIPLINAN TERHADAP
PRODUKTIFITAS KARYAWAN DI PT. AMRI MARGATAMA CAPITAL*

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Abstract: This research aims to analyze the influence of leadership, work environment, and discipline on employees' productivity at PT. Amri Margatama Capital. This research is using descriptive quantitative method using multiple regression analysis techniques and use primary data and secondary data in the data from the survey. Data were collected through questionnaires, sample used in this study were 40 respondents. Then carried out methods that includes classical assumption test, hypothesis F_{test} and t_{test} , analysis of determination by analysis through SPSS software 22. F_{test} and t_{test} were used to analyse simultaneous and partial influence of Leadership, work environment, and discipline on employee productivity. It was revealed from this research that simultaneously influence of Leadership, Work environment, and Discipline was significant on employee productivity at PT. Amri Margatama Capital. But partially, only discipline has a significant influence on employee productivity at PT. Amri Margatama Capital. Based on the results researcher give advice to leaders for enforce discipline in working, and employees must to obey with the rules of work discipline at PT. Amri Margatama Capital.

Keywords: *leadership, work environment, discipline, productivity*

Abstrak: Penelitian ini bertujuan untuk menganalisis pengaruh kepemimpinan, lingkungan kerja, dan disiplin terhadap produktivitas kerja karyawan pada PT. Amri Margatama Capital. Dalam penelitian ini menggunakan metode kuantitatif deskriptif dengan teknik analisis regresi berganda dan menggunakan data primer dan data sekunder dalam data survei. Data dikumpulkan melalui kuesioner, sampel yang digunakan dalam penelitian ini adalah 40 responden. Kemudian dilakukan metode uji asumsi klasik, uji hipotesis F_{test} dan t_{test} analisis determinasi dengan melalui perangkat lunak SPSS 22. Uji F_{test} dan uji t_{test} digunakan untuk menganalisis pengaruh simultan dan parsial dari Kepemimpinan, lingkungan kerja, dan disiplin terhadap produktivitas kerja karyawan. Secara simultan pengaruh Kepemimpinan, Lingkungan Kerja, dan Disiplin signifikan terhadap produktivitas kerja karyawan pada PT. Modal Amri Margatama. Namun secara parsial hanya disiplin yang memiliki pengaruh signifikan terhadap produktivitas kerja karyawan pada PT. Modal Amri Margatama. Berdasarkan hasil penelitian, peneliti memberikan saran kepada pimpinan untuk menegakkan disiplin dalam bekerja, dan karyawan harus mematuhi peraturan disiplin kerja di PT. Amri Margatama Capital.

Kata kunci: *kepemimpinan, lingkungan kerja, disiplin, produktivitas*

INTRODUCTION**Research Background**

In this era globalization the competition is tighter. Organization or company need to maximize their human resource well. Meanwhile, an organization cannot build a good team of working professionals without good human resources. Human Resource plays a strategic role in managing people and the workplace culture and environment. If influential, it can contribute greatly to the overall company direction and the accomplishment of its goals and objectives. One of the factors that can support productivity is a leadership. Organization needs a leader who can do the jobs or management function to control and manage employees work and achieve the goal. Employees' productivity can also be influenced by work environment that is everything existing around of the workers. When people are working in situations that suit their physical and mental abilities, the correct fit between the person and the work task is accomplished. Success or failure an organization in achieving the goal can be determined by the success of every individual in maintaining their behaviour. Employee's behaviour must be appropriated with the existing rules in company.

PT. Amri Margatama Capital is a construction service company. It is built in 2007 as CV. Amri Margatama. In 2015 CV. Amri Margatama was changed to PT. Amri Margatama Capital. It is located in Jln. Pogidon VIII Kel. Maasing Lingk. III Blok M Manado Sulut. PT. Amri Margatama Capital have a total of 60 employees' in 2015 and decreased by 20 employee's in 2016. But when the employees' decreased, it doesn't mean the employees productivity of this company is going to decrease. There are total of 3 projects handled by PT. Amri Margatama Capital in period 2015-2016 with budget of each project is around Rp.2.729.918.000 – Rp.5.169.900.000 for 3 to 6 months work. In this case this is a huge challenge for company deal with employees' productivity it can be seen from the way they do their work and what are the factors influence the employees' productivity. Employees of this company always chase the targets for completing their projects before the deadline.

Research Objectives

In order to answer the identified problem, the research objectives are designed to determine the effect of:

1. Leadership, work environment, discipline to employees' productivity at PT. Amri Margatama Capital simultaneously.
2. Leadership to employees' productivity at PT. Amri Margatama Capital partially.
3. Work environment to employees' productivity at PT. Amri Margatama Capital partially.
4. Discipline to employees' productivity at PT. Amri Margatama Capital partially.

THEORETICAL REVIEW**Human Resource Management**

According Byars and Rue (2006: 371), human resource is defined as a system of activity and strategies that focus on successful managing employees at all levels of an organization to achieve organizational goals. Employees are the human resource of an organization and its most valuable asset. To be successful, an organization must make employees productivity major goal. Human resource planning refers to the evaluation and identification of human resource requirements of the activities that are planned in order to meet socio-economic goals of the society (Anyadike, 2013).

Employee Productivity

According to Madaan (2015), employee productivity is defined as whether a person executes their job duties and responsibilities well. Many companies assess their employees' performance on an annual or quarterly basis in order to define certain areas that need improvement. Performance is a critical factor in an organizational success. Employee's performance refers the contribution of employees for achieving the goals of an organization. Employees are performing different jobs in an organization and they mainly perform tasks like production storage, manufacturing, marketing etc. These are to be performed by the employees properly so they can give their best output at the job.

Leadership

According to Katz in Madaan (2015), leadership is defined in the form of qualities of a particular individual. With the help of these qualities he influences workers to achieve results. Skills of leaders include those processes, methods and techniques which help leaders in understanding a particular subject or any problem. Leadership involves establishing a clear vision and sharing that vision with others so that they will follow willingly. Leadership cannot be taught, although it may be learned and enhanced through coaching or mentoring.

Work Environment

Work place level also impacts on employees stress as according to Vischer (2006), that a good working environment will lead to better fit between work space and employees and results in improving behavior and stress related emotions.

The following are the work environment elements and how they affect employee productivity:

1. Noise, too much noise, such as sound from equipment, tools, and people's conversation, may prevent workers concentrating on their jobs, consequently decreasing their productivity (Sarode and Shirsath, 2012)
2. Lighting, working in dim or over bright work environments can result in eyestrain, headaches, irritability and, inevitably, reduced productivity. Light sources, including the sun, can create unwanted reflections, glare and shadows in the workplace that can cause discomfort and distraction, and can interfere with the performance of visual tasks.
3. Colors, the majority of workers are only concerned about the physical influence of color, while many of them do not pay more attention to its psychological impact. In fact, color plays a very important role on the human body, mind, and spirit, because it can impact both productivity and wellness. An intelligent choosing of color environments in turn will enhance creativity, as well as productivity, while at the same time reducing fatigue and other health problems (Sarode and Shirath, 2012)
4. Air Quality, Poor air quality can raise a negative impact on employee health in the form of respiratory problems, headaches, and, fatigue, which in the long periods will reduce productivity. The air quality contains four factors that are: temperature, humidity, ventilation, and cleanliness (Sarode and Shirath, 2012).

Discipline

Discipline in an organization is intended to promote a minimum acceptable behavior by employees. It is defined in terms of adherence to the company rules, regulations, systems, and processes. According to Simamora (2004: 230), stating the correct procedure is to discipline or punish subordinates for violations of regulations or procedures. Discipline is self-control, implementation of regular employees and shows the level of seriousness in work teams within an organization.

Previous Research

While there have been a variety of studies concerning government worker motivation and productivity, few, if any, studies have focused specifically on state government workers' perceptions about what factors affect their productivity. In this study, state government workers identified those factors perceived as most affecting their workplace productivity (Haenisch, 2012). In their research (Painting, Ailabouni, and Ashton, 2009) productivity rates of construction trades is the basis for accurately estimating time and costs required to complete a project. This research aims at developing a regression model for predicting changes in productivity, when the underlying factors affecting productivity are varied. In general, this study aims to analyze the effect of the sectoral attractiveness, individual characteristics, and suitability of job options on the productivity of workers in the agricultural sector and manufacturing industry in East Java and the result shows that the sectoral attractiveness and individual characteristics significantly influence the productivity of workers in both agriculture and manufacturing industry (Susilo, 2013). Madaan (2015), identify the employee productivity is influenced by leader skills and behaviour conceptual paper and the main aim of the paper is to prove a relationship between leadership and productivity. According to Awan and Tahir (2015), the level of productivity can be increased through developing a conducive working environment in the organization. The basic objective of this study is to measure the impact of working environment on productivity of employees. Elqadri, Wardoyo and Priyono (2015), purpose that this study was to determine and examine whether there is influence of

motivation, and discipline work on employee productivity in office environment and the result from this study is the hypothesis that motivational effect on work productivity in office environments market Tona'an Bangkalan district rejected/not proven. While the hypothesis Discipline influential work on employee productivity in office environments tona'an market Bangkalan received/confirmed.

Research Framework

The framework of this research is summarised as in Figure 1. It can be explained from Figure 1 that employee productivity is depending upon leadership, work environment and discipline, simultaneously or partially.

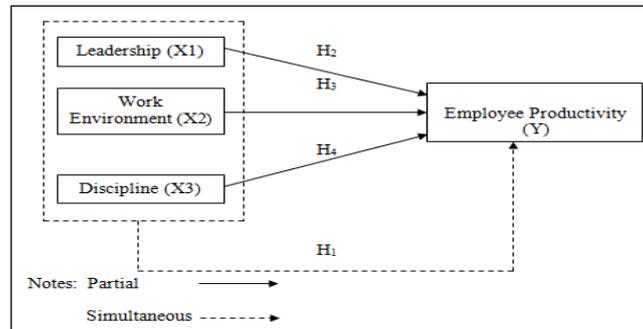


Figure 1. The Research Framework

Source: Empirical Framework

RESEARCH METHOD

Type of Research

This research used causal study within quantitative research method to find the Influence of leadership, work environment, and discipline on employees' productivity.

Place and Time of Research

Time of research at PT. Amri Margatama Capital is started from April until May 2017. The company is located in Jln. Pogidon VIII Kel. Maasing Lingk III Blok M Manado Sulut..

Population and Sample

The population in this research is all of the total employees of PT. Amri Margatama Capital that are 40 people. The sampling technique in this research is using saturated sampling. Saturated sampling is a sampling method where every single population is taken as a sample. So, the sample size in this research is 40 employees in PT Amri Margatama Capital is considered of rational for this research.

Data Collection Method

According to (Sugioyono, 2013; 230) Primary data is a data source that directly provides the data to researcher, which is collected from the questionnaire that has given to all the employees of PT. Amri Margatama Capital. Secondary data is a data source which does not directly provide the data to researcher for example from the others or documents.

Data Analysis

Descriptive analysis was employed to describe characteristics of respondents based on factors of age, education and work duration. Validity test was conducted to analyse of whether all questions used for variables in the questionnaire were valid or not, based on correlation between each question to the total questions. Pearson Product Moment was used for this test. A question was categorized as valid question if the value of Pearson correlation was positive and the significance value below 0.05 to the total questions of variables. Reliability test was established by testing for both consistency and stability of the answers of questions. Cronbach's Alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another (Sekaran and Bougie, 2009: 162). A variable is categorized as reliable valuable if value of Cronbach's Alpha is above 0.60.

Classical Assumption Test

Four assumptions including normality, no multicollinearity, homoscedasticity and no auto-correlation were analysed to make multiple linear regression. Normality was checked by plotting residual values on a histogram with a fitted normal curve. No multicollinearity was tested by the Variance Inflation Factor (VIF) statistic. Another way to think of co-linearity is “co-dependence” of variable (Schreiber-Gregory and Jackson, 2017). Intellectus Statistics plot the standardized residuals verses the predicted Y' values can show whether points are equally distributed across all values of the independent variables or not. According to Sekaran (2005: 268), homoscedasticity occurs if the one residual observation to other observation is fixed, otherwise it is called heteroscedasticity. The multiple linear regression model was checked for autocorrelation with the Durbin-Watson test.

Multiple Linear Regression

In this research, multiple regression analysis was employed to analyse the effect of leadership, work environment, and discipline on employees' productivity. In general, the equation of multiple linear regression is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where, X_1 , X_2 , X_3 , are independent variables and Y is dependent variable. To test simultaneous effect of independent variables (leadership, work environment, and discipline) to dependent variable (employees' productivity) F_{test} was used. A F_{test} as any statistical test in which the test statistical has an F-distribution if the null hypothesis is true. If F_{count} is greater than F_{table} , H_0 is rejected and H_1 is accepted. Accepting H_1 means that all consumption values has an effect on consumer purchase decision at certain significant level used. To test partial effect of each independent variable t_{test} was used (5 %, $\alpha = 0.05$). Statistically, this test has a t distribution if the null hypothesis is true. In this test, t_{count} is compared to t_{table} . If t_{count} is greater than t_{table} H_0 is rejected and H_1 is accepted. Accepting H_1 means that a single independent variable has an effect on dependent variable.

Goodness of Fit Test through Coefficient of Correlation (R) and Coefficient of Determination (R^2) was applied in this research. “Coefficient of determination is used to show the percentage of variability in Y that can be explained by regression equation”. Meanwhile, “Coefficient of Multiple Correlation is used to measure the strength of relationship between Y (dependent variables) and X (independent variables)” (Newbold and Thorne, 2003: 432). The following considerations are used to classify the strength of correlation: > 0.70 (very strong positive correlation), 0.50 – 0.69 (substantial positive correlation), 0.30 to 0.49 (moderate positive correlation), 0.10 to 0.29 (low positive correlation), 0.00 (no correlation), - 0.01 to - 0.09 (means a negligible negative correlation), - 0.10 to - 0.29 (low negative correlation), - 0.30 to - 0.49 (moderate negative Correlation), - 0.50 to - 0.69 (substantial negative correlation), < - 0.70 (very strong negative correlation).

RESULT AND DISCUSSION

Result

The data used of this research is collected by distributing questionnaires to the company which is PT. Amri Margatama Capital. The following is description about the characteristic of the respondents consists of characteristic based on age, education, and work duration of the employees.

Characteristics of Respondent

Based on age shows that the respondents are divided into four categories. The highest percentage of respondents comes from 31-40 years old category which is 40%, followed with 20-30 years old category with 25%, 41-50 years old category which is 30%, and the lowest percentage is from > 50 years old category which is 5%. Based on education shows that 60% of the respondents are Senior high school graduated, 20% are diploma graduated, and 20% are having bachelor degree of total respondents. Which is the highest percentage of the respondents is Senior High School graduated. Based on work duration shows that the respondents are divided into three categories. The highest percentage of respondents comes from 1-3 years working which is 40%, followed with > 3 years working which is 35%, and for the lowest percentage is from < 1 year working with 25%.

Validity and Reliability Tests

Results of analysis in Table 2 shows that the pearson correlation of Leadership , Work Environment, Discipline, and Employee Productivity are greater than 0.30 it means that all the instruments are valid and the Cronbach Alpha in Table 3 shows that all variables having the interpretation between 0.60 and 0.70. It indicated that the data is acceptable or reliable.

Table 2. Validity Output

Variable	Pearson Correlation	Result
Leadership (X1)		
-X1.1	0.722	Valid
-X1.2	0.831	Valid
-X1.3	0.769	Valid
-X1.4	0.730	Valid
-X1.5	0.639	Valid
Work Environment (X2)		
-X2.1	0.496	Valid
-X2.2	0.836	Valid
-X2.3	0.751	Valid
-X2.4	0.813	Valid
-X2.5	0.615	Valid
Discipline (X3)		
-X3.1	0.527	Valid
-X3.2	0.871	Valid
-X3.3	0.856	Valid
-X3.4	0.805	Valid
-X3.5	0.591	Valid
Productivity (Y)		
-Y1.1	0.526	Valid
-Y1.2	0.472	Valid
-Y1.3	0.750	Valid
-Y1.4	0.780	Valid
-Y1.5	0.596	Valid

Source: SPSS output, 2017

Table 3. Reliability Output

Variable	Alpha	Result
Leadership	0.788	Reliable
Work Environment	0.732	Reliable
Discipline	0.763	Reliable
Employee Productivity	0.627	Reliable

Source: SPSS output, 2017

Classical Assumptions Analysis

Several assumptions including normality, no multicollinearity, correlation, homoscedasticity, and no autocorrelation, were checked to make the multiple linear regression. Generally, all of these assumptions were fulfilled to run the multiple linear regression. The plot of residual values on a histogram with a fitted normal curve is presented. As can be seen from figure 2, the plot approximately followed the normal curve indicating that the data was normally distributed.

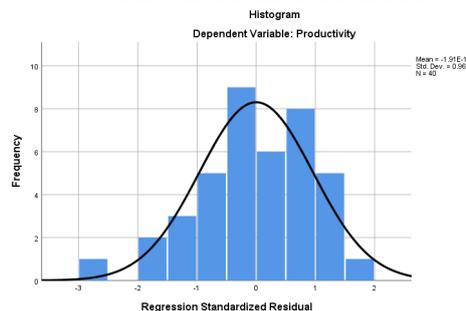


Figure 2. Histogram
Source: SPSS output, 2017

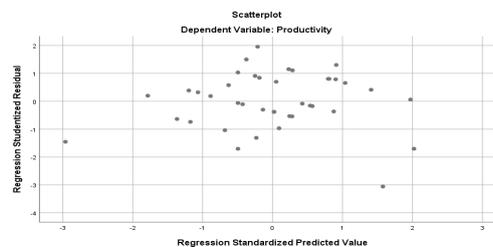
Multicollinearity was tested by the Variance Inflation Factor (VIF) and Tolerance statistics. Results of analysis shown in table 4, indicated that all VIF values were below than 10 and Tolerance values were above 2, indicating that the research model is free from multicollinearity.

Table 4. Multicollinearity Test Output

Variables	Tolerance	VIF	Result
Leadership	0.994	1.006	There's no multicollinearity
Work environment	0.994	1.006	There's no multicollinearity
Discipline	0.991	1.009	There's no multicollinearity

Source: SPSS output, 2017

As can be seen in Figure 3, statistics plot of the regression standardized residuals verses regression standardized predicted values indicated that all points scattered around zero, above or below zero. This explained that the model has no heteroscedasticity.

**Figure 3. Scatterplot**

Source: SPSS output, 2017

Durbin-Watson Test was employed to check the presence of autocorrelation in the multiple linear regression data are shown in table 5. Based on d or W-D value of around 2, or in this research was measured at 1.460, indicating that the multiple linear regression data were free from autocorrelation.

Table 5. Auto Correlation Output

Model	Durbin-Watson
1	1.460

- a. Predictors: (Constant), Discipline, Work environment, Leadership
 b. Dependent Variable: Productivity

Source: SPSS output, 2017

Multiple Linear Regression Analysis

In this research analysis of multiple linear regression was employed to analyze the effect of leadership, work environment, and discipline on employees' productivity simultaneously and partially. Results of analysis are presented in the following explanations. The multiple linear analysis output is summarized as in Table 6.

Table 6. Multiple Linear Analysis Output

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	5.834	2.535		2.301	.027
Leadership	-.211	.131	-.228	-1.613	.115
Work environment	.292	.150	.277	1.954	.058
Discipline	.347	.124	.397	2.799	.008

Source: SPSS output, 2017

The Multiple Linear Regression model is used to determine the influence of several independent variables on dependent variable. Here is computed the effect of Leadership (X1), Work Environment (X2), Discipline (X3) on Employee Productivity (Y). The computation has done by using the SPSS 22 software. Computerized calculations the accuracy of analysis.

From the analysis of the table 6, the model is defined as:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e = 5.834 + (-0.211x_1) + 0.292x_2 + 0.347x_3 + e$$

Y	=	Employee Productivity	α	=	Constant
$\beta_1 \beta_2 \beta_3$	=	The regression coefficient of each variable	X ₁	=	Leadership
X ₂	=	Work Environment	X ₃	=	Discipline
e	=	Error			

The Interpretation:

1. Constant value of 5.834 meaning that if values of independent variables (leadership X1, work environment X2, and discipline X3) were zero (0), the employee productivity (Y) value would be 5.834.
2. Leadership (X1) shows the coefficient value is -0.211 it is mean if leadership is increased by one scale or one unit, it will decrease employee productivity (Y) by 0.211
3. Work Environment (X2) shows the coefficient value is 0.292 it is mean if work environment is increased by one scale or unit, it will increased employee productivity (Y) by 0.292
4. Discipline (X3) shows the coefficient value is 0.347 it is mean if work environment is increased by one scale or unit, it will increased employee productivity (Y) by 0.347.

Goodness of Fit Test of The Model

Based on the analysis of correlation (R) the value is equal to 0.532 as in Table 7 indicating the correlation of Leadership (X1), Work Environment (X2), and Discipline (X3) on Employee Productivity (Y) has moderate positive association. The coefficient of determination is identified by $R^2 = 0.283$ which is the correlation coefficient quadrate $(0.532)^2 = 0.283$. R square is usually called the coefficient of determination which is 0.283 or 28%, which means Employee Productivity is able to be explained by Leadership, Work Environment, and Discipline. And the rest 72% are cause by other factors that not discussed in this research.

Table 7. Result of R and R²

R	R ²
0.532	0.283

Source: SPSS output, 2017

Significance Test of The Model

In this research, significance of the model was tested through Analysis of Variance (ANOVA). To analyse the simultaneously effect of leadership, work environment, and discipline on employees' productivity, F_{test} was used, meanwhile t_{test} was used to analyse partially effect of leadership, work environment, and discipline on employees' productivity. As can be seen from result of analysis in Table 8, the multiple linear regression model of employees productivity was of significant (Sig. = 0.007). This indicated that this model could be used to predict employees' productivity.

Table 8. Analysis of Variance (ANOVA)

Model	Sum of Squares	DF	Mean Square	F	Sig.
Regression	49.994	3	16.665	4.732	.007 ^b
Residual	126.781	36	3.522		
Total	176.775	39			

Source: SPSS output, 2017

Simultaneously Test of Regression Coefficient (F_{test})

Based on the level significant that is 0.05 ($\alpha=0.05$) and the degree of freedom (df) = 3, this research was found that F_{count} is 4.732 while F_{table} is 2.84, based on the value it shows the value F_{count} greater than F_{table} , which means H_0 is rejected and H_1 is accepted than, it can be says Leadership (X1), Work Environment (X2), and Discipline (X3) has simultaneously influences on Employee Productivity. Therefore, hypotheses 1 is accepted

Partially Test of Regression Coefficient (t_{test})

To analyse partial effect of leadership, work environment, and discipline on employees' productivity, t_{test} was conducted by comparing value of t_{count} to value of t_{table} . Overall, results of t_{test} can be explained as follow:

1. H_2 : Leadership (X1) shows that t_{count} is -1.613 compared to t_{table} -2.028 which means felt in the area of rejecting H_1 . Therefore, H_0 is accepted and H_1 is rejected, which means Leadership has no significant influence on Employee Productivity. This means Hypothesis 2 is rejected.
2. H_3 : Work Environment (X2) shows that t_{count} is 1.954 and t_{table} 2.028 which $t_{\text{table}} < t_{\text{count}} = 1.954 < 2.028$. Therefore, H_0 is accepted and H_1 is rejected, which means Work Environment has no significant influence on Employee Productivity. This means Hypothesis 3 is rejected.
3. H_4 : Discipline (X3) shows that t_{count} is 2.799 and t_{table} is 2.028 which $t_{\text{count}} > t_{\text{table}} = 2.799 > 2.028$. Therefore H_0 is rejected and H_1 is accepted, which means discipline has significant influence on Employee Productivity. It means Hypothesis 4 is accepted.

Discussion

Leadership, Work Environment, and Discipline simultaneously have a significant influence on Employee productivity. This research aimed to identify the Influence of Leadership, Work Environment and Discipline on Employee Productivity at PT. Amri Margatama Capital.

Leadership on Employee Productivity

The result of the multiple regression analysis shows that there is no significant effect of Leadership on employee productivity. It means the indicators of Leadership: Improve employee morale, source of motivation, proper guidance, create effective communication, and help in decision making doesn't have significant influence on Employee Productivity.

Different with Madaan, (2015) research stated that leadership skills are important to increase the employees' productivity. Effective leaders encourage the subordinates to increase their efficiency and effectiveness to develop them and be competitors for others. With effective communication, development opportunities and innovation, a leader helps to create productive workers.

Work Environment on Employee Productivity

The result of the multiple regression analysis shows that there is no significant effect of work environment on employee productivity. It means the indicators of work environment: supervisor support, good relations with co-workers, training and development doesn't have significant influence on employee productivity. Different goes to Awan and Tahir (2015), where they found that working environment is helpful in increasing employees' level of productivity. Factors like supervisor support, good relation with co-workers, training and development, attractive and fast incentives and recognition plans and adequate work load are helpful in developing a good working environment which in their research the result showed that work environment has a positive influence on employees' productivity in the organization.

Discipline on Employee Productivity

The result of the multiple regression analysis shows that there is a significant effect of discipline on employee productivity in PT Amri Margatama Capital. It means the indicators of discipline: goals and abilities, firmness, justice, supervision, punishment sanctions are having influence on employee productivity. The result shows that the increase of employee' productivity in PT. Amri Margatama Capital can be done by maintaining discipline by focusing on the indicators.

This results finding supported by Elqadri, Wardoyo, and Priyono (2015) who conducted the study using independent variable (work discipline) research entitled "The Influence of Motivation and Discipline Work against Employee Work Productivity Tona'an Markets". This research is required to improve the performance of employees in the workplace, in order to retain employees and to help market the company in establishing a good image.

CONCLUSION AND RECOMMENDATION

Conclusion

The conclusion of this research is based on the result that discuss about analyzing the effect of leadership, work environment, and discipline towards employee productivity. Based on the analysis result Multiple Linear Regression and F-Test as well T-Test that has been done in this research, the finding are:

1. There is significant Influence of leadership, work environment and discipline on employee productivity at PT. Amri Margatama Capital simultaneously.
2. There is no significant Influence of leadership on employee productivity at PT. Amri Margatama Capital partially.
3. There is no significant Influence of work environment on employee productivity at PT. Amri Margatama Capital partially.
4. There is significant Influence of discipline on employee productivity at PT. Amri Margatama Capital partially.

Recommendation

Based on the findings of this research, the recommendations are as follows:

1. For company at PT. Amri Margatama Capital should pay attention to the discipline of employees, for example by increasing the sense of responsibility of employees by coming on time, have a good relationship between employees in order to create a sense of security and comfort so that employee morale will increase, if the employee morale increase employee productivity also increases and company be able to achieve their goals.
2. For next researcher may need to add another variable or add intervening variables to make this study to be more accurate

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