

DOKUMEN KORESPONDENSI HASIL PENELITIAN DALAM BENTUK JURNAL INTERNASIONAL BEREPUTASI

I. Profi Artikel dan Penerbit

Judul artikel : *Employee performance and several predicting factors: A causality and strategy implication*
Nama penulis : Misna Ariani, Dwindi Tamara, Tutik Yuliani, Wiwik Saraswati, Imam Arrywbowo, Dio Caesar Dharma
Corresponding authors : Misna Ariani
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II. Tinjauan Ulasan/*Peer-Review*

Rangkaian	Waktu (Tanggal-Bulan-Tahun)	Catatan/Informasi
1.	19 Desember 2023	Pengiriman artikel <i>via email</i>
2.	20 s.d. 21 Desember 2023	Penyerahan artikel ke pengulas (<i>double-blind peer review</i>)
3.	20 Februari 2024	Penyerahan hasil <i>review</i>
4.	24 Februari 2024	Revisi dari penulis
5.	27 Februari 2024	Verifikasi dan tanggapan editor
6.	27 April 2024	Status artikel yang dikoreksi
7.	30 April s.d. 1 Mei 2024	Penerimaan artikel (<i>accepted</i>) dan intruksi pembayaran
8.	4 Mei 2024	Pembayaran artikel
9.	6 s.d. 7 Mei 2024	Konfirmasi pembayaran
10.	27 Mei 2024	Proses <i>editing</i> (pengesetan tata letak)
11.	9 Juli 2024	Penjadwalan antrian terbitan
12.	21 Agustus 2024	Kelanjutan (<i>progress</i>) publikasi
13.	25 Januari 2024	Arahan editorial dan komentar perbaikan baru
14.	26 s.d. 28 Januari 2024	Finalisasi koreksi
15.	24 Februari 2025	Penerbitan artikel (<i>online</i>)

III. Surat Penerimaan Artikel

Gagarina Str. 9, office 311; Sumy 40000, Ukraine
e-mail: info@virtusinterpress.org
Tel.: +380-542-610360



PUBLISHING HOUSE "VIRTUSINTERPRESS"
EDITORIAL BOARD

LETTER OF PAPER ACCEPTANCE

FROM: Publishing House "Virtus Interpress", Sumy, Ukraine

DATE: January 28, 2025

TO/ATTN: Misna Ariani
Faculty of Economics and Business
Universitas Balikpapan
P.O. Box 335 6114
Balikpapan 76114
Indonesia

Dear Misna Ariani,

herewith it is certified that the paper titled "*EMPLOYEE PERFORMANCE AND SEVERAL PREDICTING FACTORS: A CAUSALITY*" co-authored by Misna Ariani, Dwinda Tamara, Tutik Yuliani, Wiwik Saraswati, Imam Arrywbowo, and Dio Caesar Darma, has been blind reviewed and accepted for publishing in the issue of the journal *Corporate & Business Strategy Review* (ISSN – 2708-9924 (printed version), ISSN – 2708-4965 (online version)) in 2025 (under the condition of English language proofreading).

Director, Virtus Interpress,
Oleksandr Kostyuk



IV. Surat Tanda Terima Pembayaran



Yevhena Korosteliova (former Gagarina) Str. 9,
office 318,
Sumy 40000, Ukraine
Tel: +380-542-610360
www.virtusgccg.org

LETTER OF PAYMENT RECEIPT

DATE: 28 January 2025

FROM: LLC "Virtus GCCG", Sumy, Ukraine

TO: Misna Ariani
Faculty of Economics and Business
Universitas Balikpapan
P.O. Box 335 6114
Balikpapan 76114
Indonesia

Dear Misna Ariani,

herewith it is certified that we have received a payment from you in the total amount of **930 USD** as a publication fee and English language proofreading fee for the paper titled "*EMPLOYEE PERFORMANCE AND SEVERAL PREDICTING FACTORS: A CAUSALITY*", co-authored by Misna Ariani, Dwinda Tamara, Tutik Yuliani, Wiwik Saraswati, Imam Arrywbowo, and Dio Caisar Darma, accepted by the *Corporate & Business Strategy Review* journal (ISSN- 2708-9924 (printed version), ISSN- 2708-4965 (online version)) for publication.

Director of the LLC "Virtus GCCG"

Prof. Oleksandr Kostyuk



V. Index



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CORPORATE AND BUSINESS STRATEGY REVIEW

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Indexed / listed by

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- » [NSD Database](#)
- » [JUFO \(Finland\)](#)
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Corporate and Business Strategy Review

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Subject area: [Decision Sciences: Decision Sciences \(miscellaneous\)](#)

[Earth and Planetary Sciences: Earth and Planetary Sciences \(miscellaneous\)](#) [View all](#) ▼

Source type: Journal

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CiteScore 2023

1.1



SJR 2023

0.156



SNIP 2023

0.650



VI. Lampiran

1. Pengiriman Artikel via Email, 19 Desember 2023

Submission of paper

Eksternal

Kotak Masuk x



Misna Ariani <misna.ariani@uniba-bpn.ac.id>

Sel, 19 Des, 23.26 (4 hari yang lalu)



kepada info@virtusinterpress.org, cb, salvatore.espositodefalco ▾

Dear editor,

Hello, I'm Misna Ariani. After reviewing the **CGOBR** the authors are interested in publishing scientific papers according to scientific disciplines in the field of management. Via this email, please allow us to submit a paper entitled "**Employee Performance and Several Predicting Factors: A Causality**". Waiting for confirmation and response from you.


Thank you,

Dr. Misna Ariani


Satu lampiran • Dipindai dengan Gmail ⓘ



2. Penyerahan Artikel ke Pengulas (*Double-Blind Peer Review*), 20 - 21 Desember 2023

**Valeriia Syromlia**
kepada saya ▾

Rab, 20 Des, 18.28 (3 hari yang lalu) ☆ ↶ ⋮

 [Terjemahkan ke Indonesia](#) X

Dear Dr. Misna Ariani,

Thank you very much for your submission to the *Corporate Governance and Organizational Behavior Review*. Your paper meets the scope of the journal.


We will arrange your paper for the double-blind peer review and will get back to you with the results and further information in about 5-7 weeks.

If you have any questions, don't hesitate to contact me.

Have a nice day!

Best regards,
Valeriia

вт, 19 груд, 2023 р. о 17:27 Misna Ariani <misna.ariani@uniba-bpn.ac.id> пише:

**Misna Ariani** <misna.ariani@uniba-bpn.ac.id>
kepada Valeriia ▾

Kam, 21 Des, 11.57 (2 hari yang lalu) ☆ ↶ ⋮

Dear **editorial board**,

We appreciate the attention you have given to this paper. The authors are willing to wait for the review process according to the standards applied by the Journal. Thank You.


Best wishes,
Dr. Misna Ariani

...

3. Penyerahan Hasil *Review*, 20 Februari 2024

Reviewer's report_Corporate Governance and Organizational Behavior Review

Eksternal Kotak Masuk x



Valeriia Syromlia

kepada saya ▾

20 Feb 2024, 20:53 (9 jam yang lalu) ☆ ↶ ⋮

Dear Dr. Misna Ariani,

Hope you are doing well.

Please find the reviewer's report and the editorial note on your paper "*EMPLOYEE PERFORMANCE AND SEVERAL PREDICTING FACTORS: A CAUSALITY*" submitted to the journal *Corporate Governance and Organizational Behavior Review* attached below. The paper requires certain adjustments before it can be accepted.

Please, be so kind as to address the comments provided by the reviewer and resubmit the paper by **March 5**.

Please [highlight](#) all modifications to be introduced in the paper (with some colour, if possible) or please provide a table/a letter to the reviewer that includes information how the reviewer's comments were addressed.

If you have any questions, please let me know.

Please kindly confirm the receipt of this email.

Kind regards,
Valeriia

4. Revisi dari Penulis, 24 Februari 2024



Misna Ariani

<misna.ariani@uniba-bpn.ac.id>

kepada Valeria ▾

Sab, 24 Feb, 23.22 (44 menit yang lalu)



☆ ↶ ⋮


Dear: Chief Editor,

Sorry for just replying to your message. In recent days, the authors have been busy with manuscript revisions to improve the quality of the manuscript. Overall, we agree with the reviewer's recommendations and editorial notes, including using Virtus Interpress's proofreading services. However, there are some highlights from the author for consideration, including adding a special table to summarize previous literature to support literature reviews such as research that applies the SLR method and includes additional analysis (Robustness Test). To follow up on revision requests, we attach a revision form and a temporarily corrected article file. Each revised section is marked blue with track changes mode. Thank you for reporting the acceptance of the article. Waiting for positive direction from you.

Greetings,
Dr. Misna Ariani

2 Lampiran • Dipindai dengan Gmail





Revision Form

Ariani et al / Email

5. Verifikasi dan Tanggapan Editor, 27 Februari 2024



Valeriia Syromlia

kepada saya ▾

Sel, 27 Feb, 19.14 (6 jam yang lalu) ☆ ↩ ⋮

Dear Dr. Misna Ariani,

Thank you for your email and provided revised manuscript.

The editorial team will analyse it, and I'll contact you with a decision of the editorial team as soon as possible.

Please feel free to contact me if you have any questions.

Kind regards,

Valeriia

сб, 24 февр. 2024 г. о 17:23 Misna Ariani <misna.ariani@uniba-bpn.ac.id> пишет:

6. Status Artikel yang Dikoreksi, 27 April 2024

Confirmation of peer-review



Misna Ariani

<misna.ariani@uniba-bpn.ac.id>

kepada info, Valeriia

Sab, 27 Apr, 15.18 (2 hari yang lalu)

☆

↶

⋮


Lainnya

Dear Editor at Corporate Governance and Organizational Behavior Review,

Hello, how are you? Nice to hear good news from you. I'm Dr. Misna Ariani. Since sending the revised form and corrected article with the title: **EMPLOYEE PERFORMANCE AND SEVERAL PREDICTING FACTORS: A CAUSALITY** since the last e-mail on February 24 2024, we have not received a response regarding the progress of the review. This process has been going on for 2 months. Therefore, the authors would like to hear positive confirmation. We also want to get certainty for the next stage. Waiting for further news from the Editor at CGOBR.

Greetings,
Dr. Misna Ariani

7. Penerimaan Artikel (*Accepted*) dan Intruksi Pembayaran, 30 April - 1 Mei 2024

**Valeriia Syromlia**

30 Apr 2024, 17:05 (4 hari yang lalu) ☆ ↶ ⋮

kepada saya, Alexander ▾

Dear Dr. Misna Ariani,

Thank you for your email.

I am glad to let you know that your paper "EMPLOYEE PERFORMANCE AND SEVERAL PREDICTING FACTORS: A CAUSALITY" is accepted for publishing (under the condition of English proofreading) in the journal "Corporate Governance and Organizational Behavior Review" (a letter of paper acceptance is attached).

Please be informed that your paper is planned to be published in Autumn 2024.


The paper will be open accessed at the website of the Publisher immediately after its publication. In this way you, as the author, will take part in our Virtus open-access network program. Moreover, under this immediate open access option, you will have a right to upload your paper (a PDF file of your published paper) as full-text elsewhere ([scribd.com](https://www.scribd.com), Researchgate, [academia.edu](https://www.academia.edu), EconStor, RePEc, your university repositories, personal webpages, etc.) for open public access and disseminate the paper among your colleagues that will speed up your paper citation. Also, we will immediately, after publishing your paper at our website, start promoting your paper among our international network of scholars in corporate governance, accounting and finance (more than 5400 scholars worldwide) through direct linking, social networking, etc.

To proceed with the publication process, the payment of publication fee should be made by credit card online through our online payment platform at <https://www.virtusocq.org/other-information.html> (just click the button "Pay Now" near Amount: 780 EUR).

Here you may also finalise the payment for English proofreading service by Virtus Interpress: <https://virtusinterpress.org/Other-information.html> (just click the button "Pay Now" near the corresponding amount - 90 EUR).

You are kindly asked to finalise the payment within a week, so that we may put your paper into the publication schedule.

Please let me know once the payment is finalised.

**Valeriia Syromlia**

1 Mei 2024, 21:07 (3 hari yang lalu) ☆ ↶ ⋮

kepada saya ▾

Dear Dr. Misna Ariani,

Hope you are doing well.

Our financial department has informed me about your payment attempts. I recommend you to try with a different card.

If you are unable to complete the payment on our online platform, you are kindly suggested to complete the payment via PayPal. In order to pay by PayPal, you should follow the link www.paypal.com, then register an account (it is easy) and use the following account details to pay:

- account - alex_kostyuk@virtusinterpress.org
- name of recipient - Oleksandr Kostyuk

Please make the payment in USD, not in EUR. The equivalent of 870 EURO (780+90) would be 930 USD. So, please transfer 930 USD to alex_kostyuk@virtusinterpress.org

I am looking forward to hearing from you.

Best regards,
Valeria

вт, 30 квіт. 2024 р. о 12:04 Valeriia Syromlia <cb@virtusinterpress.org> пише:

8. Pembayaran Artikel, 4 Mei 2024



Misna Ariani <misna.ariani@uniba-bpn.ac.id>

Sab, 4 Mei, 14.40 (9 jam yang lalu) ☆ ↶ ⋮

kepada Valeriia ▾

Dear Editor,

Thank you for your kindness. I tried several times to make payment transactions online, but it seems there are difficulties in using a *debit card (visa)*. After several attempts, there was a technical failure that the owner's bank could not accommodate. For this reason, we will try again via PayPal. Hopefully this method will work.

Best wishes,

Dr. Misna Ariani



Misna Ariani <misna.ariani@uniba-bpn.ac.id>

📧 Sab, 4 Mei, 23.03 (1 jam yang lalu) ☆ ↶ ⋮

kepada Valeriia ▾

Dear Mrs. Valeria,

I successfully transferred to your PayPal account (930 USD). The authors were assisted by colleagues. PayPal account in the name of Mrs. Lia Yuniati has just sent fees for publication and proofreading services. You can download it from this email.

Regards,

Dr. Misna Ariani

9. Konfirmasi Pembayaran, 6 -7 Mei 2024



Misna Ariani <misna.ariani@uniba-bpn.ac.id>
kepada Valeriia ▾

Sen, 6 Mei, 21.56 (3 jam yang lalu) ☆ ↶ ⋮

Dear Dr. Valeria,

Happy to hear notification from you that payment has been successfully received. Thank you for your offer, for which we also require a payment receipt letter. The authors are ready to wait for positive news about the publication of this article.

Greetings,
Dr. Misna Ariani



Valeriia Syromlia
kepada saya ▾

7 Mei 2024, 19.34 (2 hari yang lalu) ☆ ↶ ⋮

Dear Dr. Misna Ariani,

In attachment, you may find the letter of payment receipt.
Please let me know if there's anything else I may assist you with.

Have a great week ahead!


Best regards,
Valeriia

пн, 6 трав. 2024 р. о 16:57 Misna Ariani <misna.ariani@uniba-bpn.ac.id> пише:

Satu lampiran • Dipindai dengan Gmail ⓘ




10. Proses *Editing* (Pengesetan Tata Letak), 27 Mei 2024

**Valeriia Syromlia** <cb@virtusinterpress.org>

Sen, 27 Mei 2024, 17:16 ☆ ↶

kepada saya ▾

 Jangan terjemahkan Inggris X

Dear Dr. Misna Ariani,

Thank you for your email.

Please be informed that your paper is currently in the queue for the typesetting process.

Also, please note that, as I informed you earlier in the email with the acceptance letter, your paper is planned to be published in Autumn 2024. Unfortunately, we cannot publish it earlier, as the publication schedule is already set. However

If you have any other questions, please let me know.

Kind regards,
Valeriia

сб, 25 трав. 2024 г. о 13:26 Misna Ariani <misna.ariani@uniba-bpn.ac.id> пише:

...

11. Penjadwalan Antrian Terbitan, 9 Juli 2024



Misna Ariani <misna.ariani@uniba-bpn.ac.id>

Sel, 9 Jul, 21.40 (3 jam yang lalu) ☆ ↶ ⋮

kepada Valeriia ▾

Dear editors,

Ok, the authors agree to your kind offer. We are waiting for the next publication schedule.

Regards,

Dr. Misna Ariani



Valeriia Syromlia

Sel, 9 Jul, 21.42 (3 jam yang lalu) ☆ ↶ ⋮

kepada Olha, saya ▾

Dear Dr. Misna Ariani,

thank you very much for your confirmation.


If you have any questions, please further contact the managing editor of the CBSR journal, Ms. *Olha Lytvynenko* (see in a copy).

Best wishes,

Valeriia

вт, 9 лвл. 2024 г. о 16:40 Misna Ariani <misna.ariani@uniba-bpn.ac.id> пишет:

12. Kelanjutan (Progress) Publikasi, 21 Agustus 2024



Misna Ariani

<misna.ariani@unitba-bpn.ac.id>

Rab, 21 Agu, 14:37

☆ ↶


kepada Valeriia ▾

Dear Editor (Dr. Valeriia),

Since our last communication on July 9 2024, until now we have not received any further information regarding the progress of publishing articles in the CBSR journal. Therefore, the authors await positive confirmation from you.

Regards,
Dr. Misna Ariani

...




Valeriia Syromlia

<cb@virtusinterpress.org>

Rab, 21 Agu, 16:15

☆ ↶

kepada Olha, saya ▾

 [Terjemahkan ke Indonesia](#)

X

Dear Dr. Misna Ariani,

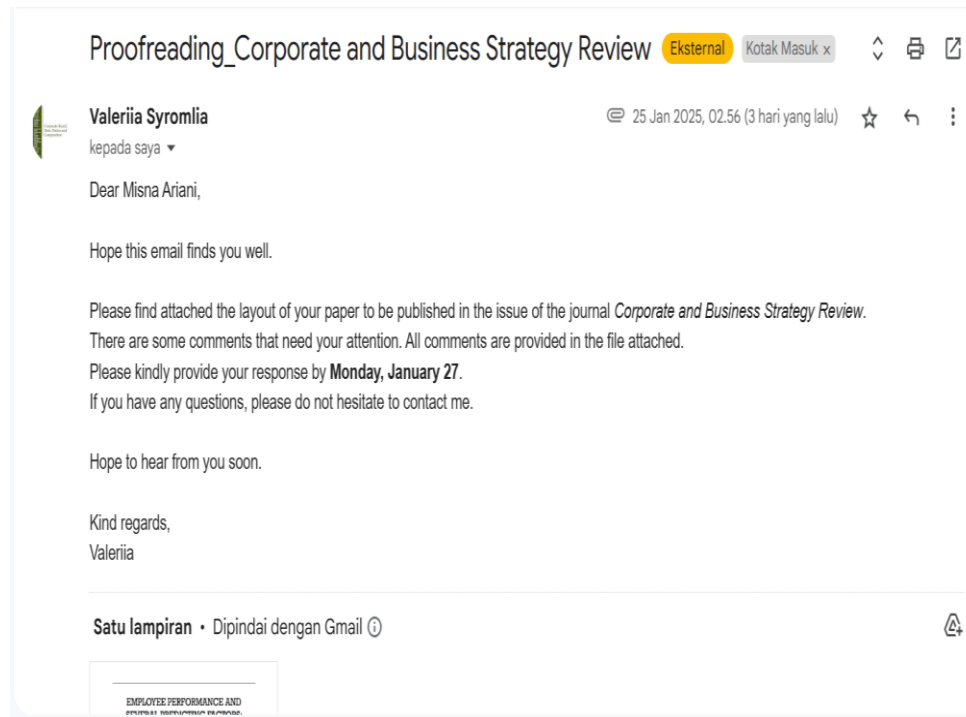
Thank you for your email.

Please be informed that your paper is currently in the queue for the typesetting and proofreading procedures. Once the layout is ready, we'll contact you with a typeset draft of your paper for your proofreading and confirmation.

Feel free to contact me if you have any other questions.

Kind regards,
Valeriia

13. Arahan Editorial dan Komentar Perbaikan Baru, 25 Januari 2024



14. Finalisasi Koreksi, 26 - 27 Januari 2024



Misna Ariani <misna.ariani@uniba-bpn.ac.id>
kepada Valeriia ▾

Min, 26 Jan, 00.16 (2 hari yang lalu) ☆ ↶ ⋮

Dear Dr. Valeriia Syromlia,

First of all, I thank you for your attention. I have downloaded and discussed the preprint article with the author's colleagues. We will need at least the next 1-2 days to correct the review comments (final version). Warm greetings and happy weekend.

Greetings,
Dr. Misna Ariani



Misna Ariani <misna.ariani@uniba-bpn.ac.id>
kepada Valeriia ▾

Sen, 27 Jan, 00.02 (1 hari yang lalu) ☆ ↶ ⋮

27 Jan 2025, 00.02

Dear: Journal Manager,

Hi, I hope you are well. Basically, the authors welcome editorial suggestions and comments. We made small changes to the parts highlighted in yellow. Sections marked blue generally do not require re-correction because they relate to proofreading. However, two important points need to be clarified as follows. First, before mentioning "PTK" at the beginning (eg. Abstract), we clarify the abbreviation for PTK, namely "Pertamina Trans Continental". PTK is a branch of PT Pertamina (Persero) which operates in the maritime services industry sector. Also, PT Pertamina (Persero) as a State-Owned Enterprise (BUMN) is assigned to supervise PTK. One of the operational branches is located at Shorebase Tanjung Batu (North Penajam Paser). North Penajam Paser or in the Indonesian version is Penajam Paser Utara abbreviated as "PPU". Second, something that we also emphasize is the name "SMA". In Indonesian, High School is called "Sekolah Menengah Atas", so it is abbreviated as "SMA". The paper file (latest version) is attached. The author hopes you can understand the justification made.

Thank you,
Dr. Misna Ariani



Valeriia Syromlia

kepada saya ▾

27 Jan 2025, 18.07 (6 jam yang lalu) ☆

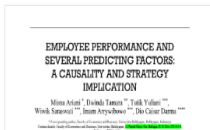
Dear Dr. Misna Ariani,
thank you for your response.
Please find attached the updated layout below. All amendments are highlighted in green.
There is one more comment that needs your attention. Please check page 2.
Please let me know if there are any comments or corrections with regard to the current form of the paper.
Thank you in advance and I look forward to hearing from you.

Kind regards,
Valeriia

нд, 26 січ. 2025 р. о 18:00 Misna Ariani <misna.ariani@uniba-bpn.ac.id> пише:

...

Satu lampiran • Dipindai dengan Gmail ⓘ



Misna Ariani <misna.ariani@uniba-bpn.ac.id>

kepada Valeriia ▾

27 Jan 2025, 20.33 (4 jam yang lalu) ☆ ↶ ⋮

Dear: Journal Editor

The authors have just opened the article file (**latest version**) that you sent. After reading the changes regarding the updated layout based on the amendments highlighted in "green", we need to confirm that everything seems clear. However, there is one correction regarding the current form of the paper, where the literature cited (*i.e.* **Muhyiddin et al., 2023**) needs to be changed to **Thawley et al. (2024)** regarding Indonesia's target of achieving economic growth of 5% in 2024. Therefore, you can update the reference by entering "Thawley, C., Crystallin, M., & Verico, K. (2024). Towards a higher growth path for Indonesia. *Bulletin of Indonesian Economic Studies*, 60(3), 247–282. <https://doi.org/10.1080/00074918.2024.2432035>". Once again, we thank you for your attention.

Kindly regards,
Dr. Misna Ariani



Valeriia Syromlia

kepada saya ▾

28 Jan 2025, 19:42 (5 jam yang lalu) ☆ ↶ ⋮

Dear Dr. Misna Ariani,

Thank you for your prompt reply.

Please find attached the final draft. If everything is correct, the paper will be published in its current form.

Please be informed that your paper is planned to be published in the next issue (special issue). Please confirm if this is acceptable.

I am also attaching below an updated letter of payment receipt. Ms. Olha, the managing editor of the CSBR journal, will provide you with an updated letter of paper acceptance shortly.

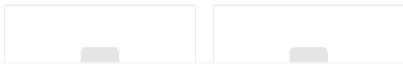
Looking forward to hearing from you.

Best regards,

Valeriia

пн, 27 січ. 2025 р. о 14:31 Misna Ariani <misna.ariani@uniba-bpn.ac.id> пише:


2 Lampiran • Dipindai dengan Gmail ⓘ



15. Penerbitan Artikel (Online), 24 Februari 2024

Your paper has been published_Corporate & Business Strategy Review

Eksternal Kotak Masuk x

 **Olha Lytvynenko** Sen, 24 Feb, 21.55 (2 jam yang lalu) ☆ ↶ ⋮

kepada saya ▼

Dear Misna Ariani,

thank you for publishing your paper with "Virtus Interpress". My congratulations!

Below I attached the published version of the paper and you can find it on the website following the [link](#).

As an author you have full copyright and are able to use your article for your own purposes, a prerequisite is to cite the article properly, as it is mentioned on the title page, with the journal designation.

In order to promote your research, stimulate citation and employ all the benefits of publishing with an open access option, it is important to popularize the visibility of your article.

Here are some recommendations:

Distribute your publication with your social networks:
Inform your followers, colleagues and friends about your article through LinkedIn, Twitter, Facebook and Google+. Tag coauthors and put hashtags that are relevant to your research.

Employ research-sharing platforms:
Register yourself and regularly update your achievements at global research-sharing platforms: SSRN, Research Gate, Academia. Edu, Mendeley, Loop.


Develop your Google Scholar Profile:
Registering and using a Google Scholar Profile will give you an opportunity to track citations to your publication and keep in order for your research.

Renew your professional profile:
Consider the timely update of your professional profiles at your institutions and departments which you are affiliated to.


We are delighted that a successful collaboration has been established and we are looking forward to new scientific cooperation.

Best regards,
Olha

--



Olha Lytvynenko
Senior Managing Editor, Managing Editor of the journals "Corporate Ownership and Control", "Journal of Governance and Regulation", "Risk Governance and Control: Financial Markets & Institutions", and "Corporate & Business Strategy Review"
olha.lytvynenko@virtusinterpress.org
www.virtusinterpress.org



Satu lampiran • Dipindai dengan Gmail



Misna Ariani <misna.ariani@uniba-bpn.ac.id>

24 Feb 2025, 22.36 (1 jam yang lalu) ☆ ↶ ⋮

kepada Olha ▾

Dear editor,

Thank you so much for the great news!

Best regards,
Dr. Misna Ariani

virtusinterpress.org/Employee-performance-and-several-predicting-factors-A-causality-and-strategy-implication.html

ABOUT US BOOKS JOURNALS FOR AUTHORS CG EXPERTS REPOSITORY VIRTUS GCCG

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Employee performance and several predicting factors: A causality and strategy implication



JOURNAL MENU

EMPLOYEE PERFORMANCE AND SEVERAL PREDICTING FACTORS: A CAUSALITY AND STRATEGY IMPLICATION

DOWNLOAD THIS ARTICLE

- ✕ Misna Ariani , Dwinda Tamara , Tutik Yuliani , Wiwik Saraswati , Imam Arrywbowo , Dio Caisar Darna
- ✕ <https://doi.org/10.22495/cbsrv6i1siart6>



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Abstract

One way to see the success of a company is by assessing the performance of its employees to build sustainable productivity (Previtali et al., 2022; Athirah Saidi et al., 2019). To follow up on that perspective, this study investigates the role of leadership style, discipline, and work environment on employee performance. The main focus is on companies operating in the maritime services industry sector located at Shorebase Tanjung Batu (North Penajam Paser (Penajam Paser Utara) — PPU) under the supervision of Pertamina Trans Continental (PTK). The interview instrument was through the distribution of closed questionnaires which were submitted to 591 employees. The questionnaire is used to measure response perceptions based on a Likert scale which includes five alternative options: 1 = completely disagree, 2 = disagree, 3 = moderate, 4 = agree, and 5 = completely agree. Then, primary data is tabulated via the partial least squares (PLS) model. The study output found that leadership style, discipline, and work environment influence collective employee performance. Partially, leadership style and work environment have positive implications for employee performance. Yet, discipline actually has a negative impact on employee performance. Dedication to growing the body of knowledge is the development of indicators on the variables analyzed.

VII. Lembar Revisi

Reviewer's notes

No.	Reviewer Comments	Reply/Response
1.	The abstract did not sufficiently describe the research method and contribution. I recommend reviewing these points and clarifying the study's methodology and contribution to the body of knowledge.	Points in the abstract have been highlighted, including deleting some sentences that are less relevant to the essence. In addition, the authors elaborate on the research methodology and research contributions related to Likert scale specifications in questionnaire data and the role of this study in the body of knowledge through the development of indicator variables.
2.	The manuscript's introduction does not clearly state the research problem or provide sufficient motivation for conducting the study. It would be helpful if you could clearly state the research problem and describe the significance and relevance of the study to the research field in the introduction section. Clarifying the research problem and motivation for conducting the research can help readers understand its importance and context better. It can also help to justify the research design and approach used in the study. I recommend that you revise the introduction section to address these issues.	The research problem is taken from the implications presented in the abstract, then included in the introduction (5 th paragraph) to provide a brief description of the phenomenon or problem in the field. Thus, this becomes the logical reason that motivates the research.
3.	The Introduction section should explain the study's justification more thoroughly. It is necessary to conduct an updated and comprehensive literature review. Additional analyses, discussion topics, or research areas must be included to increase originality.	We added a sentence that supports the research justification more thoroughly (see 6 th paragraph). This section is important to deepen the originality of research based on existing premises. Also, the novelty of the research focuses on the identified objects.
4.	More recent studies up to 2024 are needed to motivate this study.	There are two newer studies up to 2024 entered into the literature review section, such as: Veronika et al. (2024) and le Gentil (2024). Although not all citation lists in this study have been replaced with publications published in 2024, we have removed papers published in 2020 and below. In other words, the minimum publication year included is 2020.
5.	There are many theories you can share with us in developing this research. The current write-up is silent on this issue. There are many related theories that are neglected. Please extend your work to cover all related theories to motivate the study. I recommend carefully	To expand this work, the authors refined the theoretical basis through updating the literature lens and removing references unrelated to the models explored.

	considering and incorporating all the above-mentioned literature in the theoretical background and discussion sections to enhance your writing regarding these theories.	
6.	I recommend the authors add a table in the literature review section that lists relevant publications in chronological order from the updated literature study, and it is necessary to show your work's novelty.	We appreciate the reviewer's suggestion to add a table in the literature review section listing relevant publications. However, the authors use hypothesis testing through empirical methods and not a systematic literature review (SLR) which is more concerned with the chronological order of current literature studies with the aim of developing and building a theoretical foundation on a particular topic. The table presentation in the literature review is more suitable for the SLR approach. Of the many publications contained in scientific journals that use quantitative models, literature studies are generally sorted descriptively or narratively.
7.	Please justify the selection sample and period.	The sampling technique is explained specifically, including the interview data collection period included in the materials and methods chapter (informant section).
8.	The tables need to be accompanied by notes explaining what each variable stands for. This makes it easier for the readers to understand the variables in the table.	To make it easier for readers to understand the variables, we have moved the conceptual definitions and literature references from paragraph 1 (variable attributes) to enter Table 1.
9.	Robustness and additional analyses are important components of research papers. It's important to demonstrate how your findings are robust to alternative measures, estimations, and general endogeneity. However, this information is completely missing.	In general, in the PLS technique, the main components include the inner model and outer model. Meanwhile, the statistical output from SmartPLS does not provide a robustness test. This test is more appropriate for validating regressed secondary data. Moreover, additional analysis to assess the suitability of the data in many studies simply uses outer models (outer loadings, discriminant validity, and composite reliability). So, each analysis model has its own advantages and disadvantages.
10.	The discussion should be in one distinct section. In the discussion section, the authors should compare their own results with previous findings from the literature to pinpoint the novelty of their paper. Up-to-date references must be cited. The authors must link their findings more strongly to literature,	In this context, the authors are aware of the limitations in writing, including the discussion section. To follow up on the reviewers' directions and suggestions, we separated the discussion chapter into three parts according to the hypothesis relationship.

	theories, and context.	
11.	The results lack a critical analysis approach. While providing a descriptive overview of the research findings is essential, critically analyzing and interpreting the results is equally important. I suggest providing a detailed analysis of the findings, including the strengths and limitations of the study, alternative explanations, and potential avenues for future research. Additionally, I recommend using an argumentative approach to the discussion section, where you critically evaluate the research findings and provide a compelling argument for the research contributions. This can help readers better understand the significance and relevance of the study to the research field and its practical implications.	Weaknesses in the argumentation of research findings are strengthened by interpreting the results of the analysis statistically. In addition to theoretical implications, we also open space for comparative literature to debate according to the relevance of this study. You can find it like a correction in point 10.
12.	My revision showed that the research contributions mentioned in the manuscript are too general and lack specificity. While providing a broad overview of the research findings is essential, providing specific and measurable research contributions is equally important. I suggest you give a more detailed and precise description of the research contributions. Finally, the conclusion section must emphasize how and to what extent the manuscript can move the current body of knowledge forward.	The study contributions mentioned in the manuscript are too general, so the authors describe more specific outcomes. In response to previous comments, we emphasize the contribution of research to advancing current knowledge through the development of variable indicators and sample objectivity. Reviewers can see the addition of sentences regarding the study's contribution to future research in the conclusion chapter (3 rd paragraph).
13.	The manuscript needs a proofreading check.	The authors also acknowledge that proofreading is required. To improve the quality of the manuscript, we accept the reviewers' suggestions by using competent (English) language translation services.

Editorial notes

No.	Editor Comments	Reply/Response
1.	The abstract is too long, the appropriate length would be 150–200 words.	The abstract has been adjusted to the writing guidelines with a length of 150–200 words. Some sentences that are too long and do not reflect the abstract structure are moved to the introductory chapter.
2.	It is preferable that the “Abstract” contains 1–2 in-text citations of the sources mentioned in the list of references that the research is based on or that the research contributes to.	The authors included two quotes in the text (Previtali et al., 2022; Saidi et al., 2019) as the basis for the study objectives.
3.	In the “Introduction” section please add one	The structure of the paper is added and placed

	more paragraph describing in detail the general structure of the paper. (e.g., The structure of this paper is as follows. Section 2 reviews the relevant literature. Section 3 analyses the methodology that has been used to conduct empirical research on...). This paragraph should be placed at the very end of the Introduction.	at the end of the introduction (new paragraph/7 th paragraph).
4.	We recommend specifying more deeply why this paper is important for future research (section "Conclusion") and whether there are some limitations of the research.	The limitations of the study are revealed in the conclusion section (3 rd paragraph), so that it becomes a preference for future research directions. Meanwhile, the urgency of the study for further research is presented in the same paragraph.
5.	Please reduce the list of references up to 50 sources as the current list of references seems to be a bit redundant and it shifts the focus away from the main idea and research questions of the article.	We agreed to reduce citations to 50 references by reducing several citation sources.
6.	Please make sure that all the references cited in the paper are included in the reference list and all the sources in the reference list are properly cited in the paper.	References cited in the paper have been included correctly based on writing guidelines.
7.	Please proofread the paper (language and typos) so that it may be read and cited by a wide audience of readers throughout the world. If you want the team of Virtus Interpress to do English proofreading of your paper, you may order this service at a moderate fee (90 EURO). We'll do this work professionally, qualitatively and within a short period of time (up to one week).	It seems that there are still shortcomings in this paper, especially grammatical and typographical errors. Therefore, the authors agree to use the proofreading services provided by Virtus Interpress.

VIII. Perbaikan Pertama

EMPLOYEE PERFORMANCE AND SEVERAL PREDICTING FACTORS: A CAUSALITY

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Abstract

One way to see the success of a company is by assessing the performance of its employees to build sustainable productivity (Previtali et al., 2022; Saidi et al., 2019). To follow up on that perspective, this study investigates the role of leadership style, discipline, and work environment on employee performance. The main focus on companies operating in the maritime services industry sector located at Shorebase Tanjung Batu (PPU). The interview instrument was through the distribution of closed questionnaires which were submitted to 591 employees. The questionnaire is used to measure response perceptions based on a Likert scale which includes five alternative options: (1) completely disagree, (2) disagree, (3) moderate, (4) agree, and (5) completely agree. Then, primary data is tabulated via the PLS model. The study output found that leadership style, discipline and work environment influence collective employee performance. Partially, leadership style and work environment have positive implications for employee performance. Yet, discipline actually has a negative impact on employee performance. In reality, leadership style is a comprehensive strategy to encourage employee performance in carrying out work routines according to their job description. This study produces valuable insights for many parties about employee performance which reflects employees' ability to communicate which is stimulated by high creativity, integrity with a strong personality, and has a strong ability to adapt to work results. Apart from that, through a leadership style with character, it becomes a guide for employees to strengthen performance. Ideally, discipline is employee compliance to complete work on time. The problem is, in existing cases, employees have the option to complete work on time, so the level of discipline does not depend on compliance with working hours like in other companies. Uniquely, the work environment formed in this company is not determined individually, but employees work in teams or collectively as an alternative to improve performance. Dedication to growing the body of knowledge is the development of indicators on the variables analyzed.

Keywords: Employee Performance, Leadership Style, Discipline, Work Environment, PLS.
JEL Classification: M10, M12, M59, C51

Authors' individual contribution: Conceptualization – M.A., T.Y. and W.S.; Methodology – D.T. and I.A.; Software – D.C.D.; Validation – M.A., D.T. and I.A.; Formal Analysis – D.C.D.; Investigation – T.Y.; Resources – W.S.; Data Curation – I.A.; Writing—Original Draft Preparation – D.T. and D.C.D.; Writing—Review and Editing – M.A. and D.C.D.; Visualization – I.A., W.S., D.T. and T.Y.; Supervision – M.A.; Project Administration – D.C.D.; Funding Acquisition – M.A., D.T., T.Y., W.S. and I.A. All authors have read and agreed to the published version of the manuscript.

Declaration of conflicting interests: The authors declare that there is no conflict of interest.

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1. INTRODUCTION

Indonesia is optimistic about achieving economic growth exceeding 5% in 2024 (Muhyiddin, 2023). This rate of economic growth can be realized with various government regulations, especially cross-economic integration programs. After the Covid-19 pandemic, through the support of the G20 Presidency, Indonesia is expected to be able to spur macroeconomic stability at the domestic level (Cangara et al., 2022; Matovich & Srivastava, 2023). Brás & Soukiazis (2020), and Pandit (1990); Sanguinet & Rodríguez-Puello (2022), and Wijayanto & Sari (2019) state that the tertiary sector is a business field that produces services, where this tertiary sector is classified as a service economy that is beneficial to primary sector in determining economic growth.

One of the companies operating in the tertiary sector is the Maritime Services Industry which is domiciled in Shorebase Tanjung Batu - North Penajam Paser Regency (PPU). The presence of this company functions to supply various materials needed by PT Pertamina (Persero), such as distributing fuel to all ports throughout Indonesia that cannot be reached by tankers, providing maritime transportation for Pertamina Logistics for project development, and accommodating other facilities related to the parent company's activities. Basically, the maritime services industry carries out business activities that are oriented towards the dimensions of health, safety and environment (HSE), operational reliability, and prioritizing customer satisfaction in the aspects of providing energy sector shipping services, maritime service distribution, and providing logistics services. To prioritize customer satisfaction, the company always maintains the quality of work. Dharma (2018); Dlamini et al. (2022), Ghani et al. (2016), Haryono et al. (2020), and Kosec et al. (2022), and Platis et al. (2015) emphasized that employee performance is closely related to how employees carry out their work under their responsibilities. In general, Amah & Abiauzu (2013) and Ullrich et al. (2023) detected that organizational success and failure are reflected by employee engagement. Employee involvement is one of the important elements in any organizational structure. In recent years, it is believed that employee engagement is inseparable from variations in leadership styles (Batista Taran et al., 2009; Othman et al., 2017; Zhao & Sheng, 2019).

Several past papers identified that employee performance has relevance to leadership style. The better the leadership style, the more it has an impact on employee attitudes and performance (AlFlayyeh & Alghamdi, 2023; Asrar-ul-Haq & Kuchinke, 2016; Chua et al., 2018; Ho et al., 2023; Khuwaja et al., 2020; Mathieu & Babiak, 2015; Ohemeng et al., 2018). Conceptually, leadership style is an effort by a leader to motivate other people, especially employees, according to organizational values (Khan et al., 2020; Meirinhos et al., 2023). Mata ul Hassnain (2022) estimates that transformational, autocratic and democratic leadership styles provide enthusiasm to employees, so that they can strengthen organizational performance. On the one hand, there is also quantitative research which calculates that leadership style has no effect on performance (Idris et al., 2022; Wahyudi et al., 2023).

In practice, employee performance is influenced by discipline, but there are also findings that explain that employee performance is not influenced by discipline. As explained by Askiyanto et al. (2023), where work discipline has a positive effect on performance. This can be articulated that the higher the work discipline, the more employee performance will grow. Contrary to the scientific work of Mentari et al. (2023) that work discipline that is not actualized with adequate understanding and awareness will reduce employee performance. Normally, the relationship between the work environment and employee performance is positive, but there are also those who argue that employee

performance is not really influenced by the work environment. Take the example of scientific magazines from Zhenjing et al. (2022) which explains that the work environment has a positive effect on performance. On the other hand, Rachman (2021) ~~and Rasool et al. (2021)~~ clarified that a bad work environment actually triggers a decline in employee performance. By analogy, if the work environment (physical and non-physical) gets better, it will increase employee performance.

In reality, leadership style is a comprehensive strategy to encourage employee performance in carrying out work routines according to their job description. This study produces valuable insights for many parties about employee performance which reflects employees' ability to communicate which is stimulated by high creativity, integrity with a strong personality, and has a strong ability to adapt to work results. Apart from that, through a leadership style with character, it becomes a guide for employees to strengthen performance. Ideally, discipline is employee compliance to complete work on time. The problem is, in existing cases, employees have the option to complete work on time, so the level of discipline does not depend on compliance with working hours like in other companies. Uniquely, the work environment formed in this company is not determined individually, but employees work in teams or collectively as an alternative to improve performance.

Referring to several basic premises above, the urgency of this study is to examine the relationship between leadership style, discipline and work environment on employee performance in the maritime services sector at Shorebase Tanjung Batu (PPU). The output of the study is aimed at managerial improvement, employees, and the development of further literature to be able to develop accurate preferences in optimizing performance. Apart from that, through a perspective that places more emphasis on leadership style, discipline and a more effective work environment, it is also a future consideration to improve employee performance. As is known, the leadership style, discipline, work environment and performance of employees in each workplace have their own dimensions and characteristics. Although many HR management research topics highlight the link between leadership style, discipline, and work environment on employee performance, the authenticity of this study is to review the effects of all three on employee performance for types of field work with high pressure and workload. With a different scope of work compared to other organizations, it makes the focus of study more interesting to highlight.

In general, the structure of this paper is grouped into six parts. Section 1 presents the background, research gaps, and benefits of the study. Section 2 reviews the relevant literature. Section 3 informs the methodology used to process and analyze the data. Section 4 describes the empirical reports. Section 5 discusses the study findings with a comparison of past research. Section 6 justifies the results of the investigation for future research development and practical recommendations.

2. REVIEW OF LITERATURE AND HYPOTHESES DEVELOPMENT

2.1. Employee performance

According to ~~Awan et al. (2020), Kumari et al. (2021), and Memon et al. (2023), and Veronika et al. (2024)~~ employee performance is the level of achievement of responsibilities and tasks given to employees as measured by quantity and quality within a certain range. Likewise, Eliyana et al. (2019) responded that employees who have a great commitment to their work are employees who have high performance, as employees who actively participate in skill development, focus their energy on career development, do extra work, and minimize the tendency to leave their jobs. Specifically, employee performance in the maritime services industry in this study is punctuality in providing services, functions to facilitate PT Pertamina (Persero) routines in providing fuel distribution, providing maritime transportation for Pertamina Logistics, and related technical matters to help parent company work.

Adopting from [Arif et al. \(2020\)](#), [Koopmans et al. \(2014\)](#), [Lahoz & Camarotto \(2012\)](#), and [Lundgren et al. \(2021\)](#), the indicators for measuring employee performance include: (1) analytical techniques, (2) personality, (3) communication skills, (4) creativity, and (5) integrity. Each indicator has a different definition. First, analytical techniques are intelligence in collecting, filtering information, and solving problems. Second, personality as interactions between employees which are reflected in behavior and politeness. Third, communication skills are communication techniques between employees. Fourth, creativity represents employee innovation in completing work. Fifth, integrity is seen as an employee's obligation to always uphold a code of ethics and moral principles at work.

2.2. Leadership style

[Akpapere et al. \(2019\)](#), [Gemedu & Lee \(2020\)](#), [Mansaray \(2019\)](#), [Price-Dowd \(2020\)](#), [le Gentil \(2024\)](#) and [Thanh & Quang \(2022\)](#) observed that leadership style is a method that leaders apply when interacting with their staff. Behavior patterns designed in such a way about influence staff to optimize their performance. In the end, the company's goals can be achieved ideally. One guideline for companies to create professional leadership that can support performance is a participative leadership style. The participative leadership style was chosen because it has not been widely highlighted by the studies mentioned above. Through this study, we want to explore that a participative leadership style can encourage employee performance. Other evidence indicates that leadership style actually reacts negatively to employee performance ([Beauty & Aigbogun, 2022](#); [Setiawan et al., 2021](#)). [Bin Atan & Mahmood \(2019\)](#), [Hasan et al. \(2023\)](#), and [Sunatar \(2022\)](#) assume that a leadership style that transforms based on organizational needs further boosts employee competence. Below, a temporary hypothesis is prepared as follows:

H₁: Leadership style improves employee performance.

2.3. Discipline

Employee performance can be influenced by discipline ([Mangkunegara & Waris, 2015](#)). In other words, the more intense employees are in obeying company rules, the more employees are guaranteed to improve their performance. [Firmansyah et al. \(2023\)](#) and [Prasetyo et al. \(2021\)](#) proves that consistent discipline can improve employee performance.

The approach implemented by the company with strict control over employees will trigger a good level of work discipline, so that it is projected to increase employee performance with the ultimate essence being the achievement of the company's mission. [Ernanda et al. \(2022\)](#), [Semarang et al. \(2022\)](#), and [Simamora et al. \(2023\)](#) confirms that discipline plays a positive role in improving employee performance. Automatically, employee discipline is a crucial key in building positive performance.

Furthermore, [Sutianingsih & Handayani \(2021\)](#) verified that work discipline has an insignificant influence on employee performance. In line with that, [Madiyastriatno & Kamsinah \(2022\)](#) and [Qalati et al. \(2022\)](#) argue that complex disciplinary procedures will hinder employee performance. The differences in opinion from several existing studies provide an opportunity for this study to dissect in more detail. So in this research, we want to prove that discipline has an effect on employee performance. The proposal for the second hypothesis is written as below:

H₂: Discipline improves employee performance.

2.4. Work environment

Theoretically, the work environment is understood as a reciprocity or suitability between people and a dynamic environment (Armitage & Amar, 2021). This requires a match in needs-supplies or demands-capabilities. In this position, there is a combination of the environment being able to fulfill employee desires and employees having the abilities needed in the organization's work processes (Althaus et al., 2013). In a broad construct, the work environment is formed because there are subjective and fair matches and incompatibilities that are connected to each other and this can change over time. Referring to the theoretical framework created by Badayai (2012) about employee work performance in the work environment, there are five factors in the workplace environment that can influence employee performance including: (1) space, (2) color and light, (3) air, (4) temperature, and (5) sound. Galanakis & Tsitouri (2022) divide three clusters related to psychology in the work environment, namely: (1) fatigue, (2) job demands, and (3) work involvement. In the 21st century, employee welfare, including health, is largely determined by happiness at work.

Shaikh (2023) believes explain that optimal employee performance can be seen from a good work environment, where there is a harmonious relationship between employees and company management. Besides that, with a conducive work environment, leaders are able to control employee performance (Awan & Tahir, 2015; Maijiny, 2023). Substantively, it is diagnosed that the atmosphere in the work environment can influence employee performance (Hafeez et al., 2019; Wulandany et al., 2023; Zhenjing et al., 2022). Nadia & Fathurahman (2018) reported that a work environment with complete facilities and a good work atmosphere can bring employee performance in a positive direction. From other contexts, Atmaja & Puspitawati (2018) and Shaari et al. (2022) actually shows that the physical work environment has no impact on employee performance. By comparing these different findings, it becomes the basis for elaborating the next hypothesis, i.e:

H3: Work environment improves employee performance.

3. MATERIALS AND METHODS

3.1. Informant

The data for this study comes from questionnaires given to respondents. Collecting questionnaire data via closed interviews. The approach to determining the sample is based on the population total population sampling. Technically, total population sampling is to collectively associate the entire population with the same characteristics. The sample collection period is four months (October 2023 to January 2024). The selected respondents were 591 employees from maritime services companies at Shorebase Tanjung Batu which focus on the logistics services industry, especially oil and gas processing under PT Pertamina. The questionnaire list was created systematically based on each respondent's answer. The answers are adjusted to the indicators of each variable. The assessment was compiled using a Likert scale consisting of five options (Kurniawan et al., 2023). The score for the "completely agree" option is converted to "5", the "agree" option is converted to "4", the "moderate" option is converted to "3", the "disagree" option is converted to "2", and the "completely disagree" is converted to "1". All respondents have the right to perceive their choices according to the Likert scale.

3.2. Variable attributes

Table 1 summarizes the variable components of this study which consists of two variables. The first is the dependent variable (employee performance) and the independent variable (leadership style, discipline and work environment). These four variables have their own operational definitions. Based on literature development, leadership style is a way for leaders to influence their subordinates to cooperate and work productively to achieve organizational goals (Benmira & Agboola, 2021; Gameda & Lee, 2020; Waller et al., 1989). Second, Mangkunegara & Oetorend (2015) and Nasir et al. (2020)

concluded that discipline is the level of compliance and obedience to applicable rules to be willing to accept sanctions or punishment if they violate the rules set in the workplace. Third, the definition of the work environment is the overall equipment and materials encountered, the surrounding environment where an employee works, and the organization of employees both as individuals and in groups (Bibi et al., 2018; Donley, 2021; Oludeyi, 2015; binti Rasli Samudin et al., 2022). Fourth, Hermina & Yosepha (2019), Kundi et al. (2021), López-Cabarecos et al. (2022), Neher & Maley (2020) and Pradhan & Jena (2017) explain that employee performance is the achievements, skills and work results demonstrated by an employee in carrying out his duties and responsibilities at work.

Table 1. Variable format

Variables	<u>Conceptual Interpretation</u> <u>(References)</u>	Code	Indicators (Manifest)
Employee performance	<u>The achievements, skills and work results demonstrated by an employee in carrying out his duties and responsibilities at work (Kundi et al. (2021; López-Cabarcos et al., 2022)</u>	EP1	Analytical techniques
		EP2	Personality
		EP3	Communication skills
		EP4	Creativity
		EP5	Integrity
Leadership style	<u>A way for leaders to influence their subordinates to cooperate and work productively to achieve organizational goals (Benmira & Agboola, 2021)</u>	LEAD1	Ability to build good cooperation and relationships
		LEAD2	Effective ability
		LEAD3	Participatory leadership
		LEAD4	Ability to delegate tasks or time
		LEAD5	Ability to delegate tasks and authority
Discipline	<u>The level of compliance and obedience to applicable rules to be willing to accept sanctions or punishment if they violate the rules set in the workplace (Nasir et al., 2020)</u>	DISCP1	Compliance with regulations
		DISCP2	Responsibility at work
		DISCP3	High level of vigilance
		DISCP4	Timely attendance
		DISCP5	Completing work on time
Work environment	<u>The overall equipment and materials encountered, the surrounding environment where an employee works, and the organization of employees both as individuals and in groups (Donley, 2021; binti Rasli Samudin et al., 2022)</u>	WORKENV1	Work structure
		WORKENV2	Work responsibilities
		WORKENV3	Leader's attention and support
		WORKENV4	Team work
		WORKENV5	Smooth communication

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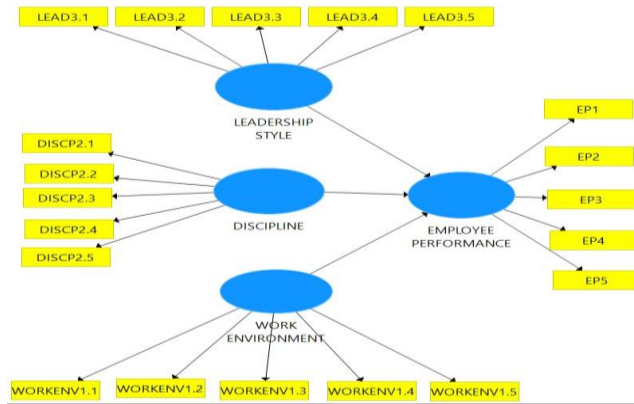


Figure 1. Conceptual scheme

As Figure 1 shows, the number of indicators for the four variables is twenty units. Each variable has the same indicator. In short, employee performance variables consist of: analytical techniques (EP1), personality (EP2), communication skills (EP3), creativity (EP4), and integrity (EP5). The indicators of the leadership style variable are the ability to build good cooperation and relationships (LEAD1), effective ability (LEAD2), participatory leadership (LEAD3), ability to delegate tasks or time (LEAD4), and ability to delegate tasks and authority (LEAD5). Then, the discipline variable is supported by compliance with regulations (DISCP1), responsibility at work (DISCP2), high level of vigilance (DISCP3), timely attendance (DISCP4), and completing work on time (DISCP5). Finally, for the work environment variable, the indicators include work structure (WORKENV1), work responsibilities (WORKENV2), leader's attention and support (WORKENV3), team work (WORKENV 4), and smooth communication (WORKENV 5).

4. RESULTS

4.1. Respondent profile

Table 2 indicates that the majority of employees working in maritime services sector companies at Shorebase Tanjung Batu are male, amounting to 304 employees (51.4%) compared to female, i.e 287 employees (48.6%). In general, the current employee age is classified as the millennial generation, dominated by 279 employees (47.2%) aged 30–40 years, while 186 employees (31.5%) are over 40 years old, and 126 employees (21.3%) less than 30 years old. More than half of the company's employees have an educational background as college graduates, of which 346 employees (58.5%) have bachelor's certificates, 177 employees (29.9%) have diploma certificates, and 23 employees (3.9%) have master's degrees. The remaining 45 employees (7.6%) have a high school graduate educational background. The level of education is very valuable in determining the success of a company's operational management.

Table 2. Identity of informant

Categories	Items	Frequency	Percentage
Gender	Man	304	51.4%

	Female	287	48.6%
	Total	591	100%
Ages	≤ 30years	126	21.3%
	30–40 years	279	47.2%
	≥ 40 years	186	31.5%
	Total	591	100%
Last education	High School (SMA)	45	7.6%
	Diploma	177	29.9%
	Bachelor	346	58.5%
	Masters	23	3.9%
	Total	591	100%
Division	Human Resource Development (HRD)	90	15.2%
	General Manager	173	29.3%
	Officer	328	55.5%
	Total	591	100%
Working time	1–5 years	165	27.9%
	5–10 years	242	40.9%
	≥ 10 years	184	31.1%
	Total	591	100%
Income per month	≤ IDR 5,000,000	258	43.7%
	IDR 5,000,000–IDR 7,500,000	98	16.6%
	IDR 7,500,000–IDR 10,000,000	179	30.3%
	≥ IDR 10,000,000	56	9.5%
	Total	591	100%

Formally, there are 328 employees (55.5%) working under the HRD sector, while 173 employees (29.3%) are in the general manager division and 90 employees (15.2%) work in the HRD sector. Talking about work experience, it is largely determined by the duration of work. In this case, as many as 242 employees (40.9%) with a working period of 5–10 years, 184 employees (31.1%) with a working period of more than 10 years, and only 165 employees (27.9%) who work for 1–5 years at a maritime services sector company at Shorebase Tanjung Batu. Of the 591 employees, 258 employees (43.7%) receive monthly wages of less than IDR 5,000,000. On the one hand, 179 employees (30.3%) receive wages of IDR 7,500,000–IDR 10,000,000 per month, 98 employees (16.6%) receive wages per month in the interval of IDR 5,000,000–IDR 7,500,000, and a small portion or 56 employees (9.5%) who earn salaries above IDR 10,000,000 per month. The nominal wages exclude work bonuses, allowances and health facilities.

4.2. Outer model

The score on the outer loadings shows the strength of the indicator variation that can be explained by the latent variable. According to Cheung et al. (2023), if a loading indicator is invalid because its value is below the criteria (≤ 0.5), it must be dropped and the model estimated again. Specifically in this study, researchers used another step by removing reflective indicators from the measurement, when the loading value (λ) was smaller than 0.4. This scenario is the basis for this study to continue with further steps or vice versa by looking at the outer loading achievements. There are two indicators of the leadership style variable with an outer loading score below 0.5, namely LEAD4 (0.444) and LEAD5 (0.458). Statistically, eighteen other indicators obtained an outer loading score of more than 0.5 (≥ 0.5), where the highest was EP4 (0.901) and LEAD3 (0.536) as the smallest indicator compared to the others. To follow up on an outer loading score that is below standard, a scale of 0.4 is used. In

this way, the leadership style variable is worthy of continuing with hypothesis testing. The scores on outer loading are listed in Table 3.

Table 3. Outer loadings

Indicators	Employee Performance	Leadership Style	Discipline	Work Environment
EP1	.638			
EP2	.848			
EP3	.872			
EP4	.901			
EP5	.855			
LEAD1		.859		
LEAD2		.601		
LEAD3		.536		
LEAD4		.444		
LEAD5		.458		
DISCP1			.602	
DISCP2			.772	
DISCP3			.843	
DISCP4			.841	
DISCP5			.809	
WORKENV1				.548
WORKENV2				.577
WORKENV3				.612
WORKENV4				.741
WORKENV5				.831

In this session, test the discriminant validity of the displayed data using the Fornell-Lacker criteria. Proportionally, a variable is classified as valid if the root value of the Average Variance Extracted (AVE) is greater than the correlation score between constructs. [Hair et al. \(2021\)](#), [Pervan et al. \(2018\)](#), and [Shrestha \(2021\)](#) emphasize that the value stated in AVE describes the diversity of manifest variables or the amount of variance possessed by the latent construct. Thus, the higher the diversity of manifest variables contained in the latent construct, the greater the representation of the manifest variables in the latent construct. The threshold set for the AVE root is 0.5 (≥ 0.5). For composite reliability measurements, it is tested with Cronbach's alpha and all values must be above 0.7 ([Tukiran et al., 2022](#)) while [Juanamasta et al. \(2023\)](#) set a minimum standard of 0.6 (≥ 0.6) for the Cronbach's alpha score. Thus, this study applies a standard of 0.7 as the basis for determining reliable values. Table 4 contains validity and reliability calculations.

From Table 4 below, we review the existence of causality between the construct of employee performance and the employee performance variable, where the AVE root score is 0.828. Interestingly, there is a relationship between the construct of employee performance and the discipline variable (0.632). Also, the construct of leadership style on employee performance variables, leadership style variables, and discipline variables has good discriminant validity, where the AVE root scores for the three are 0.758, 0.599, and 0.529. Then, the construct of discipline has a strong AVE root for the discipline variable reaching 0.779. There is a positive connection between the construct of the work environment and the variables of employee performance (0.545), leadership style (0.674), discipline (0.705), and environmental performance (0.670).

Table 4. Discriminant validity and composite reliability

Construct	Employee Performance	Leadership Style	Discipline	Work Environment	Cronbach's alpha
Employee performance	.828		.632		.834
Leadership style	.758	.599	.529		.882
Discipline			.779		.716
Work environment	.545	.674	.705	.670	.741

In calculating composite reliability, the Cronbach's alpha score shows that all variables (employee performance, leadership style, discipline and environmental performance) are above standard and are concluded to be reliable. Specifically, the position of the leadership style variable is the most superior compared to the others with a Cronbach's alpha achievement of 0.882. Meanwhile, the discipline variable with the smallest Cronbach's alpha score reached 0.716. The results of validity and reliability testing calculations meet the requirements, so they can be continued at the inner model stage.

4.3. Inner model

The function of the inner model is to estimate the relationship between latent constructs based on path parameters and their significance levels (Gorai et al., 2015; Hair et al., 2014). Figure 2 shows the model that was recalculated using randomly created sample data. This step is a further improvement or refinement of the outer model. All latent constructs show a relationship in a positive direction with all variable paths.

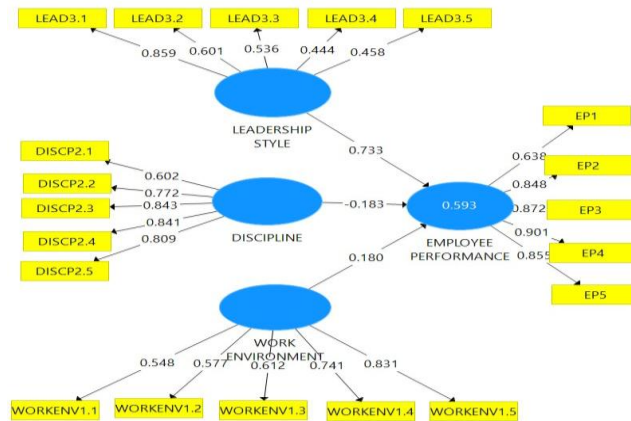
**Figure 2.** Inner model in PLS

Table 5 contains the R-Square (R^2) and R^2 Adjusted scores. Chicco et al. (2021) provides three categories in the R^2 value from highest to lowest as follows: 0.67 (good), 0.33 (moderate), and 0.19 (weak). It was recorded that the R^2 value reached 0.593, which indicates that the regression model has a fairly strong goodness-fit trend. Employee performance at maritime services companies in Shorebase Tanjung Batu is determined by leadership style, discipline and work environment by 59.3%. There are

still 40.7% residual factors or other variables outside the model. Likewise, the R^2 Adjusted value reached 58.3% which was articulated as the contribution of leadership style, discipline and work environment in building employee performance.

Table 5. R-Square and R-square adjusted

Model	R^2	R^2 Adjusted
Employee performance	.593	.583

Referring to a probability degree of 5%, there is a positive relationship between leadership style and work environment on employee performance (see Table 6). This is shown by the coefficients achieved in the original sample of both of them being 0.733 and 0.180. Even though the work environment level is above 0.5 ($p < 0.147$), it can improve employee performance. However, significant causality between leadership styles is proven by a probability level below 0.5 ($p > 0.000$). Unfortunately, this is not followed by the influence of discipline on employee performance which is proven to be negative. With a probability that is smaller than the provisions ($p > 0.028$) or has a significant effect on performance, but the relationship is negative because the coefficient in the original sample shows -0.183.

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Table 6. Path hypothesis testing

Linkages	Original Sample	Sample Mean	Standard Deviation	T-Statistics	Prob.
Leadership style → Employee performance	.733	.729	.087	8.401	.000
Discipline → Employee performance	-.183	-.169	.082	2.216	.028
Work environment → Employee performance	.180	.193	.123	1.460	.147

Referring to a probability degree of 5%, there is a positive relationship between leadership style and work environment on employee performance (see Table 6). This is shown by the coefficients achieved in the original sample of both of them being 0.733 and 0.180. Even though the work environment level is above 0.5 ($p \leq 0.147$), it can improve employee performance. However, significant causality between leadership styles is proven by a probability level below 0.5 ($p \geq 0.000$). Unfortunately, this is not followed by the influence of discipline on employee performance which is proven to be negative. With a probability that is smaller than the provisions ($p \geq 0.028$) or has a significant effect on performance, but the relationship is negative because the coefficient in the original sample shows -0.183.

In general, the study results found that when the leadership style and work environment become more conducive, employee performance also increases. This is contrary to other findings, where poor discipline further reduces employee performance. The first and third hypotheses proposed at the beginning regarding leadership style and work environment improving employee performance have been accepted. Contradictorily, the second hypothesis which states that discipline improves employee performance is actually rejected. In the objects investigated, there are dynamics of discipline that trigger a decline in employee performance. Concretely, the level of discipline is not always measured by quantity (such as proof of attendance), but can also be seen from the quality of completing tasks. As an illustration, when a company targets a job to be completed within a certain time, employees can

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do it according to the job description in their respective fields with work procedures determined based on time flexibility.

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5. DISCUSSION

In general, the study results found that when the leadership style and work environment become more conducive, employee performance also increases. This is contrary to other findings, where poor discipline further reduces employee performance. The first and third hypotheses proposed at the beginning regarding leadership style and work environment improving employee performance have been accepted. Contradictorily, the second hypothesis which states that discipline improves employee performance is actually rejected. In the objects investigated, there are dynamics of discipline that trigger a decline in employee performance. Concretely, the level of discipline is not always measured by quantity (such as proof of attendance), but can also be seen from the quality of completing tasks. As an illustration, when a company targets a job to be completed within a certain time, employees can do it according to the job description in their respective fields with work procedures determined based on time flexibility.

5.1. The link between leadership style on employee performance

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Testing the first hypothesis proves that leadership style has a positive effect on employee performance. This signals that the leadership style in the company is a vital part of encouraging employee performance. Nowadays, quality in work also needs to pay attention to employee comfort through innovative and creative ideas, so that work completion times are effective. Those who have talent, potential and broad insight can fully channel it by forming a team. Employees like the example above will be an inspiration for other colleagues who are not optimal in completing tasks to work better. Apart from that, by empowering new IT tools, it can help employees continue to improve weaknesses in operating the job desk. Contextually, equity justice in the workplace is a mediator in the relationship between leadership style and managers' work performance (Shah et al., 2016).

Currently, there are variously debated findings about the significant and reverse effects of leadership style on performance. This is proven by the paper revealed by Al-Khazaleh et al. (2022), where there is a Laissez-faire leadership style that is transactional in nature and does not have a significant impact on performance at the center of the Jordan Water Authority. In case studies in the public sector such as in the Executive Branch of the State of Minas Gerais (Brazil), team performance was directly influenced by leadership style. A transformational leadership style is more suitable for reducing the gap between followers and leaders (Jorge Dias & Borges, 2017). From a different landscape, Karacsony (2021) views that there is a correlation between leadership style and employee performance in the majority of organizations in Hungary. So far, effective leadership style is a unique way of integrating the organization with employees in achieving the vision. Ironically, in the case of the UAE, some companies that display transactional and charismatic leadership styles actually have a negative effect on organizational performance, because they are unable to provide freedom and opportunities for employees to achieve organizational goals (Al Khajeh, 2018). Research developed by Ohemeng et al. (2018) concluded that the relational bureaucratic leadership style has positive implications for employee performance in public service governance in Ghana. In an experiment involving different banking institutions in the UAE, Agarwal (2020) assessed whether there was causality between leadership and employee performance. As a result, a democratic leadership style has helped the banking industry to achieve its goals, including ensuring improved employee performance.

5.2. The link between discipline on employee performance

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Testing the second hypothesis concludes that discipline has a negative effect on employee performance. It can be interpreted that a level of discipline that is not balanced with responsibility increasingly weakens employees from focusing on their work. Besides that, a low level of discipline also reduces sensitivity in serving tasks. One of the most rational reasons underlying the level of discipline having a negative impact on employee performance is attitude. Attitudes that are not followed by good capital awareness greatly affect productivity. Based on the experience of this study, discipline that depends on compliance with regulations, responsibility at work, alertness, attendance, and completing work on time does not seem to be carried out by some employees. The existence of inequality in understanding these four aspects, triggers a decline in performance. In fact, an optimal level of discipline will affect the balance between behavior in the organization and work productivity.

Various studies report that there is a negative or positive relationship between employee discipline and performance. For example, in Bogor City, strong discipline has become a tradition that has taken root and has a simultaneous impact on the performance of civil servants at the Regional Secretariat (Maryani et al., 2021). In another scope, Dharma et al. (2023) shows that job satisfaction is able to mediate the relationship between discipline and employee performance at PT. Bank Nagari, West Sumatra. Uniquely, career ambition acts as a mediator in the relationship between the level of discipline and employee performance. In the context of performance behavior of academics from a large university in Vietnam, Bui et al. (2021) explain that ideological developments among employee groups, which are reflected by career ambitions in the workplace, can determine discipline to support more impressive performance. Good practice is demonstrated by the moderating role of synergistic organizational commitment in influencing career adaptability and employee performance in various companies in India. A survey conducted by Chouhan (2023) shows the fact that employee performance is positively influenced by career adaptability and high organizational commitment.

5.3. The link between work environment on employee performance

From testing the third hypothesis, it was reported that the work environment had a positive effect on employee performance. A work environment centered on a conducive atmosphere can provide a sense of security and enable employees to work more optimally. For human resources, enthusiasm for work also depends on the environment in an organization. From some studies, some of them show that there is a positive relevance of the work environment to performance, but some of them also find a negative relationship. Borgia et al. (2022) tested the effect of work-life balance formed by the work environment on the work performance of some commercial bank employees in Italy. Empirical evaluations testify that maintaining a healthy work environment will create systematic employee work performance. In a similar location, precisely in an Italian steel factory, sustainable employee performance was influenced by the work environment (Previtali et al., 2022). With a workplace environment that demands achievement, health and work ability, it is able to drive performance strategically.

The impact of the work environment on the performance of council administrators from various departments in North Kuching City was researched by Athirah Saidi et al. (2019). Support from supervisors can ensure administrators' productivity to avoid unnecessary stress that could potentially affect their work performance. Al Jardali et al. (2023) examined that the work environment was not related to the individual performance of employees in public higher education institutions in Lebanon. Also, no direct relationship was found between either the external or internal work environment on organizational performance and constructed job characteristics. Other evidence in emerging markets such as Vietnam is discussed by Nguyen et al. (2022), concluded that organizational identification plays a vital role in pro-environmental behavior on the performance perceived by staff working at luxury hotels in Ho Chi Minh City. Organizational participation in mobilizing employee awareness of the environment will be beneficial in improving their perceptions and behavior towards performance.

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The organization also helps make properties more environmentally friendly to ensure work productivity.

6. CONCLUSION

This study reviews the relationship between leadership style, discipline and work environment on employee performance. The focus was addressed to 591 employees at maritime services industrial companies located at Shorebase Tanjung Batu. Using PLS, we found that leadership style and work environment can improve employee performance. Meanwhile, discipline actually reduces employee performance. Participative leadership is a leadership style desired by employees, where leaders are willing to delegate tasks and authority clearly. Likewise, by giving time to determine tasks, the leadership at this company has fostered good cooperation and communication with employees. With [ideal-good](#) organizational management capabilities, it becomes attractive for employees to optimize performance. Leadership characteristics are currently seen as positive by them because they can bridge the aspirations of employees in two directions in achieving organizational goals and values.

Other results revealed that discipline is an internal problem being faced by the company. Efforts to maintain employee performance by focusing on strict discipline actually become an obstacle. In general, most employees do not arrive at the company on time, so their awareness of complying with company regulations according to applicable norms is still minimal. Even though each division's work is done well, it takes a long time. Apart from that, the desire to make changes is also often marginalized because of the relatively weak level of vigilance to maintain performance. This is different in the work environment, where with good teamwork, employee involvement in completing work increases. Fellow employees have large work responsibilities which are supported by a clear work structure as a basis for maximizing performance. Another support is smooth, intense communication starting from leaders to employees and between employees themselves. Basically, employees want good communication, reminding them of their work location far from their office center.

Topics surrounding HR management, especially those related to leadership style, discipline and work environment on employee performance, have been widely reviewed over the past decade. But, there is something new that this study offers, especially for larger organizations such as companies in the maritime services industry. Besides that, to the researcher's knowledge, there is no paper that discusses the relationship of the three variables to employee performance using PLS with the same object and different locations. [Moreover, the specific contribution of this study is important to enrich and advance knowledge of HR management in the workplace by evaluating the performance of all employees based on leadership style, discipline and work environment.](#) Indeed, we recognize that there are still current weaknesses that need to be considered. Due to the limitations of existing studies, the direction of future research development could consider including other components that are more varied or outside the variables that influence performance.

Company management is advised to make practical changes, such as revitalizing discipline. The level of discipline is not only highlighted by attention to attendance, but also by the transformation of regulations that make it easier for employees to work flexibly. This study provides valuable momentum that leads to improvements in employee mindsets to comply with the mechanisms implemented by the company. To maintain optimal performance, contemporary and long-term ideas are also needed to anticipate discipline that is often ignored by employees.

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IX. Perbaikan Kedua

EMPLOYEE PERFORMANCE AND SEVERAL PREDICTING FACTORS: A CAUSALITY AND STRATEGY IMPLICATION

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Abstract

One way to see the success of a company is by assessing the performance of its employees to build sustainable productivity (Previtali et al., 2022; Athirah Saidi et al., 2019). To follow up on that perspective, this study investigates the role of leadership style, discipline, and work environment on employee performance. The main focus on companies operating in the maritime services industry sector located at Shorebase Tanjung Batu (PPU) under the supervision of Pertamina Trans Continental (PTK). The interview instrument was through the distribution of closed questionnaires which were submitted to 591 employees. The questionnaire is used to measure response perceptions based on a Likert scale which includes five alternative options: (1) completely disagree, (2) disagree, (3) moderate, (4) agree, and (5) completely agree. Then, primary data is tabulated via the Partial Least Squares (PLS) model. The study output found that leadership style, discipline and work environment influence collective employee performance. Partially, leadership style and work environment have positive implications for employee performance. Yet, discipline actually has a negative impact on employee performance. Dedication to growing the body of knowledge is the development of indicators on the variables analyzed.

Keywords: Employee Performance, Leadership Style, Discipline, Work Environment, PLS Partial Least Squares.

JEL Classification: M10, M12, M59, C51

Authors' individual contribution: Conceptualization – M.A., T.Y. and W.S.; Methodology – D.T. and I.A.; Software – D.C.D.; Validation – M.A., D.T. and I.A.; Formal Analysis – D.C.D.; Investigation – T.Y.; Resources – W.S.; Data Curation – I.A.; Writing—Original Draft Preparation – D.T. and D.C.D.; Writing—Review and Editing – M.A. and D.C.D.; Visualization – I.A., W.S., D.T. and T.Y.; Supervision – M.A.; Project Administration – D.C.D.; Funding Acquisition – M.A., D.T., T.Y., W.S. and I.A. All authors have read and agreed to the published version of the manuscript.

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1. INTRODUCTION

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Indonesia is optimistic about achieving economic growth exceeding 5% in 2024 (Muhyiddin, 2023; Thawley et al., 2024). This rate of economic growth can be realized with various government regulations, especially cross-economic integration programs. After the Covid-19 pandemic, through the support of the G20 Presidency, Indonesia is expected to be able to spur macroeconomic stability at the domestic level (Matovich & Srivastava, 2023). Brás & Soukiazis (2020) and Sanguinet & Rodríguez-Puello (2022) state that the tertiary sector is a business field that produces services, where this tertiary sector is classified as a service economy that is beneficial to primary sector in determining economic growth.

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One of the companies operating in the tertiary sector is the Maritime Services Industry which is domiciled in Shorebase Tanjung Batu – in North Penajam Paser Regency (PPU). The presence of this company functions to supply various materials needed by PT Pertamina (Persero) with a subsidiary named “Pertamina Trans Continental”, such as distributing fuel to all ports throughout Indonesia that cannot be reached by tankers, providing maritime transportation for Pertamina Logistics for project development, and accommodating other facilities related to the parent company's activities. Basically, the maritime services industry carries out business activities that are oriented towards the dimensions of health, safety and environment (HSE), operational reliability, and prioritizing customer satisfaction in the aspects of providing energy sector shipping services, maritime service distribution, and providing logistics services. To prioritize customer satisfaction, the company always maintains the quality of work. Dlamini et al. (2022), and Kosec et al. (2022) emphasized that employee performance is closely related to how employees carry out their work under their responsibilities. In general, Ullrich et al. (2023) detected that organizational success and failure are reflected by employee engagement. Employee involvement is one of the important elements in any organizational structure. In recent years, it is believed that employee engagement is inseparable from variations in leadership styles.

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Several past papers identified that employee performance has relevance to leadership style. The better the leadership style, the more it has an impact on employee attitudes and performance (AlFlayyeh & Alghamdi, 2023; Ho et al., 2023;—). Conceptually, leadership style is an effort by a leader to motivate other people, especially employees, according to organizational values (Meirinhos et al., 2023). Mata ul Hassnain (2022) estimates that transformational, autocratic and democratic leadership styles provide enthusiasm to employees, so that they can strengthen organizational performance. On the one hand, there is also quantitative research which calculates that leadership style has no effect on performance (Idris et al., 2022).

In practice, employee performance is influenced by discipline, but there are also findings that explain that employee performance is not influenced by discipline. As explained by Askiyanto et al. (2023), where work discipline has a positive effect on performance. This can be articulated that the higher the work discipline, the more employee performance will grow. Contrary to the scientific work of Mentari et al. (2023) that work discipline that is not actualized with adequate understanding and awareness will reduce employee performance. Normally, the relationship between the work environment and employee performance is positive, but there are also those who argue that employee performance is not really influenced by the work environment. Take the example of scientific magazines from Zhenjing et al. (2022) which explains that the work environment has a positive effect on performance. On the other hand, Rachman (2021) clarified that a bad work environment actually triggers a decline in employee performance. By analogy, if the work environment (physical and non-physical) gets better, it will increase employee performance.

In reality, leadership style is a comprehensive strategy to encourage employee performance in carrying out work routines according to their job description. This study produces valuable insights for many parties about employee performance which reflects employees' ability to communicate which is stimulated by high creativity, integrity with a strong personality, and has a strong ability to adapt to work results. Apart from that, through a leadership style with character, it becomes a guide for

employees to strengthen performance. Ideally, discipline is employee compliance to complete work on time. The problem is, in existing cases, employees have the option to complete work on time, so the level of discipline does not depend on compliance with working hours like in other companies. Uniquely, the work environment formed in this company is not determined individually, but employees work in teams or collectively as an alternative to improve performance.

Referring to several basic premises above, the urgency of this study is to examine the relationship between leadership style, discipline and work environment on employee performance in the maritime services sector at Shorebase Tanjung Batu (PPU). The output of the study is aimed at managerial improvement, employees, and the development of further literature to be able to develop accurate preferences in optimizing performance. Apart from that, through a perspective that places more emphasis on leadership style, discipline and a more effective work environment, it is also a future consideration to improve employee performance. As is known, the leadership style, discipline, work environment and performance of employees in each workplace have their own dimensions and characteristics. Although many HR management research topics highlight the link between leadership style, discipline, and work environment on employee performance, the authenticity of this study is to review the effects of all three on employee performance for types of field work with high pressure and workload. With a different scope of work compared to other organizations, it makes the focus of study more interesting to highlight.

In general, the structure of this paper is grouped into six parts. Section 1 presents the background, research gaps, and benefits of the study. Section 2 reviews the relevant literature. Section 3 informs the methodology used to process and analyze the data. Section 4 describes the empirical reports. Section 5 discusses the study findings with a comparison of past research. Section 6 justifies the results of the investigation for future research development and practical recommendations.

2. REVIEW OF LITERATURE AND HYPOTHESES DEVELOPMENT

2.1. Employee performance

According to Memon et al. (2023) and Veronika et al. (2024) employee performance is the level of achievement of responsibilities and tasks given to employees as measured by quantity and quality within a certain range. Likewise, Eliyana et al. (2019) responded that employees who have a great commitment to their work are employees who have high performance, as employees who actively participate in skill development, focus their energy on career development, do extra work, and minimize the tendency to leave their jobs. Specifically, employee performance in the maritime services industry in this study is punctuality in providing services, functions to facilitate PT Pertamina (Persero) routines in providing fuel distribution, providing maritime transportation for Pertamina Logistics, and related technical matters to help parent company work.

Adopting from Lundgren et al. (2021), the indicators for measuring employee performance include: (1) analytical techniques, (2) personality, (3) communication skills, (4) creativity, and (5) integrity. Each indicator has a different definition. First, analytical techniques are intelligence in collecting, filtering information, and solving problems. Second, personality as interactions between employees which are reflected in behavior and politeness. Third, communication skills are communication techniques between employees. Fourth, creativity represents employee innovation in completing work. Fifth, integrity is seen as an employee's obligation to always uphold a code of ethics and moral principles at work.

2.2. Leadership style

le Gentil (2024) observed that leadership style is a method that leaders apply when interacting with their staff. Behavior patterns designed in such a way about influence staff to optimize their performance. In the end, the company's goals can be achieved ideally. One guideline for companies to create professional leadership that can support performance is a participative leadership style. The participative leadership style was chosen because it has not been widely highlighted by the studies mentioned above. Through this study, we want to explore that a participative leadership style can encourage employee performance. Other evidence indicates that leadership style actually reacts negatively to employee performance (Beauty & Aigbogun, 2022). Hasan et al. (2023) assume that a leadership style that transforms based on organizational needs further boosts employee competence. Below, a temporary hypothesis is prepared as follows:

H1: Leadership style improves employee performance.

2.3. Discipline

Employee performance can be influenced by discipline (Mangkunegara & Waris, 2015). In other words, the more intense employees are in obeying company rules, the more employees are guaranteed to improve their performance. Firmansyah et al. (2023) proves that consistent discipline can improve employee performance.

The approach implemented by the company with strict control over employees will trigger a good level of work discipline, so that it is projected to increase employee performance with the ultimate essence being the achievement of the company's mission. Simamora et al. (2023) confirms that discipline plays a positive role in improving employee performance. Automatically, employee discipline is a crucial key in building positive performance.

Furthermore, Sutioningsih & Handayani (2021) verified that work discipline has an insignificant influence on employee performance. In line with that, Qalati et al. (2022) argue that complex disciplinary procedures will hinder employee performance. The differences in opinion from several existing studies provide an opportunity for this study to dissect in more detail. So in this research, we want to prove that discipline has an effect on employee performance. The proposal for the second hypothesis is written as below:

H2: Discipline improves employee performance.

2.4. Work environment

Theoretically, the work environment is understood as a reciprocity or suitability between people and a dynamic environment (Armitage & Amar, 2021). This requires a match in needs-supplies or demands-capabilities. In this position, there is a combination of the environment being able to fulfill employee desires and employees having the abilities needed in the organization's work processes. In a broad construct, the work environment is formed because there are subjective and fair matches and incompatibilities that are connected to each other and this can change over time. Referring to the theoretical framework created by Badayai (2012) about employee work performance in the work environment, there are five factors in the workplace environment that can influence employee performance including: (1) space, (2) color and light, (3) air, (4) temperature, and (5) sound. Galanakis & Tsitouri (2022) divide three clusters related to psychology in the work environment, namely: (1) fatigue, (2) job demands, and (3) work involvement. In the 21st century, employee welfare, including health, is largely determined by happiness at work.

Shaikh (2023) explain that optimal employee performance can be seen from a good work environment, where there is a harmonious relationship between employees and company management. Besides that, with a conducive work environment, leaders are able to control employee performance (Maijiny, 2023). Substantively, it is diagnosed that the atmosphere in the work environment can

influence employee performance (Zhenjing et al., 2022). Nadia & Fathurahman (2018) reported that a work environment with complete facilities and a good work atmosphere can bring employee performance in a positive direction. From other contexts, Shaari et al. (2022) actually shows that the physical work environment has no impact on employee performance. By comparing these different findings, it becomes the basis for elaborating the next hypothesis, i.e:

H3: Work environment improves employee performance.

3. MATERIALS AND METHODS

3.1. Informant

The data for this study comes from questionnaires given to respondents. Collecting questionnaire data via closed interviews. The approach to determining the sample is total population sampling. Technically, total population sampling is to collectively associate the entire population with the same characteristics. The sample collection period is four months (October 2023 to January 2024). The selected respondents were 591 employees from maritime services companies at Shorebase Tanjung Batu which focus on the logistics services industry, especially oil and gas processing under PT Pertamina. The questionnaire list was created systematically based on each respondent's answer. The answers are adjusted to the indicators of each variable. The assessment was compiled using a Likert scale consisting of five options. The score for the “completely agree” option is converted to “5”, the “agree” option is converted to “4”, the “moderate” option is converted to “3”, the “disagree” option is converted to “2”, and the “completely disagree” is converted to “1”. All respondents have the right to perceive their choices according to the Likert scale.

3.2. Variable attributes

Table 1 summarizes the variable components of this study which consists of two variables. The first is the dependent variable (employee performance) and the independent variable (leadership style, discipline and work environment). These four variables have their own operational definitions.

Table 1. Variable format

Variables	Conceptual Interpretation (References)	Code	Indicators (Manifest)
Employee performance	The achievements, skills and work results demonstrated by an employee in carrying out his duties and responsibilities at work (Kundi et al. (2021; López-Cabarcos et al., 2022)	EP1	Analytical techniques
		EP2	Personality
		EP3	Communication skills
		EP4	Creativity
		EP5	Integrity
Leadership style	A way for leaders to influence their subordinates to cooperate and work productively to achieve organizational goals (Benmira & Agboola, 2021)	LEAD1	Ability to build good cooperation and relationships
		LEAD2	Effective ability
		LEAD3	Participatory leadership
		LEAD4	Ability to delegate tasks or time
		LEAD5	Ability to delegate tasks and authority
Discipline	The level of compliance and obedience to applicable rules to be willing to accept sanctions or punishment if they violate the rules	DISCP1	Compliance with regulations
		DISCP2	Responsibility at work
		DISCP3	High level of vigilance
		DISCP4	Timely attendance

	set in the workplace (Nasir et al., 2020)	DISCP5	Completing work on time
Work environment	The overall equipment and materials encountered, the surrounding environment where an employee works, and the organization of employees both as individuals and in groups (Donley, 2021; binti Rasli Samudin et al., 2022)	WORKENV1	Work structure
		WORKENV2	Work responsibilities
		WORKENV3	Leader's attention and support
		WORKENV4	Team work
		WORKENV5	Smooth communication

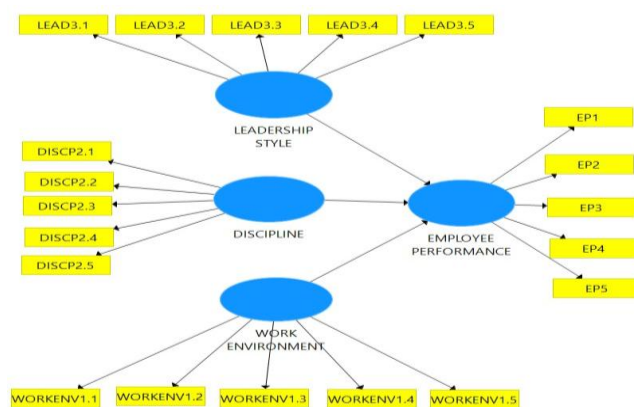


Figure 1. Conceptual scheme

As Figure 1 shows, the number of indicators for the four variables is twenty units. Each variable has the same indicator. In short, employee performance variables consist of: analytical techniques (EP1), personality (EP2), communication skills (EP3), creativity (EP4), and integrity (EP5). The indicators of the leadership style variable are the ability to build good cooperation and relationships (LEAD1), effective ability (LEAD2), participatory leadership (LEAD3), ability to delegate tasks or time (LEAD4), and ability to delegate tasks and authority (LEAD5). Then, the discipline variable is supported by compliance with regulations (DISCP1), responsibility at work (DISCP2), high level of vigilance (DISCP3), timely attendance (DISCP4), and completing work on time (DISCP5). Finally, for the work environment variable, the indicators include work structure (WORKENV1), work responsibilities (WORKENV2), leader's attention and support (WORKENV3), team work (WORKENV 4), and smooth communication (WORKENV 5).

4. RESULTS

4.1. Respondent profile

Table 2 indicates that the majority of employees working in maritime services sector companies at Shorebase Tanjung Batu are male, amounting to 304 employees (51.4%) compared to female, i.e 287 employees (48.6%). In general, the current employee age is classified as the millennial generation, dominated by 279 employees (47.2%) aged 30–40 years, while 186 employees (31.5%) are over 40 years old, and 126 employees (21.3%) less than 30 years old. More than half of the company's

employees have an educational background as college graduates, of which 346 employees (58.5%) have bachelor's certificates, 177 employees (29.9%) have diploma certificates, and 23 employees (3.9%) have master's degrees. The remaining 45 employees (7.6%) have a high school graduate educational background. The level of education is very valuable in determining the success of a company's operational management.

Table 2. Identity of informant

Categories	Items	Frequency	Percentage
Gender	Man	304	51.4%
	Female	287	48.6%
	Total	591	100%
Ages	≤ 30years	126	21.3%
	30–40 years	279	47.2%
	≥ 40 years	186	31.5%
	Total	591	100%
Last education	High School (SMA)	45	7.6%
	Diploma	177	29.9%
	Bachelor	346	58.5%
	Masters	23	3.9%
	Total	591	100%
Division	Human Resource Development (HRD)	90	15.2%
	General Manager	173	29.3%
	Officer	328	55.5%
	Total	591	100%
Working time	1–5 years	165	27.9%
	5–10 years	242	40.9%
	≥ 10 years	184	31.1%
	Total	591	100%
Income per month	≤ IDR 5,000,000	258	43.7%
	IDR 5,000,000–IDR 7,500,000	98	16.6%
	IDR 7,500,000–IDR 10,000,000	179	30.3%
	≥ IDR 10,000,000	56	9.5%
	Total	591	100%

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Formally, there are 328 employees (55.5%) working under the HRD sector, while 173 employees (29.3%) are in the general manager division and 90 employees (15.2%) work in the HRD sector. Talking about work experience, it is largely determined by the duration of work. In this case, as many as 242 employees (40.9%) with a working period of 5–10 years, 184 employees (31.1%) with a working period of more than 10 years, and only 165 employees (27.9%) who work for 1–5 years at a maritime services sector company at Shorebase Tanjung Batu. Of the 591 employees, 258 employees (43.7%) receive monthly wages of less than IDR 5,000,000. On the one hand, 179 employees (30.3%) receive wages of IDR 7,500,000–IDR 10,000,000 per month, 98 employees (16.6%) receive wages per month in the interval of IDR 5,000,000–IDR 7,500,000, and a small portion or 56 employees (9.5%) who earn salaries above IDR 10,000,000 per month. The nominal wages exclude work bonuses, allowances and health facilities.

4.2. Outer model

The score on the outer loadings shows the strength of the indicator variation that can be explained by the latent variable. If a loading indicator is invalid because its value is below the criteria (≤ 0.5), it must be dropped and the model estimated again. Specifically in this study, researchers used another step by removing reflective indicators from the measurement, when the loading value (λ) was smaller than 0.4. This scenario is the basis for this study to continue with further steps or vice versa by looking at the outer loading achievements. There are two indicators of the leadership style variable with an outer loading score below 0.5, namely LEAD4 (0.444) and LEAD5 (0.458). Statistically, eighteen other indicators obtained an outer loading score of more than 0.5 (≥ 0.5), where the highest was EP4 (0.901) and LEAD3 (0.536) as the smallest indicator compared to the others. To follow up on an outer loading score that is below standard, a scale of 0.4 is used. In this way, the leadership style variable is worthy of continuing with hypothesis testing. The scores on outer loading are listed in Table 3.

Table 3. Outer loadings

Indicators	Employee Performance	Leadership Style	Discipline	Work Environment
EP1	.638			
EP2	.848			
EP3	.872			
EP4	.901			
EP5	.855			
LEAD1		.859		
LEAD2		.601		
LEAD3		.536		
LEAD4		.444		
LEAD5		.458		
DISCP1			.602	
DISCP2			.772	
DISCP3			.843	
DISCP4			.841	
DISCP5			.809	
WORKENV1				.548
WORKENV2				.577
WORKENV3				.612
WORKENV4				.741
WORKENV5				.831

In this session, test the discriminant validity of the displayed data using the Fornell-Lacker criteria. Proportionally, a variable is classified as valid if the root value of the Average Variance Extracted (AVE) is greater than the correlation score between constructs. The value stated in AVE describes the diversity of manifest variables or the amount of variance possessed by the latent construct. Thus, the higher the diversity of manifest variables contained in the latent construct, the greater the representation of the manifest variables in the latent construct. The threshold set for the AVE root is 0.5 (≥ 0.5). For composite reliability measurements, it is tested with Cronbach's alpha and all values must be above 0.7 while a minimum standard of 0.6 (≥ 0.6) for the Cronbach's alpha score. Thus, this study applies a standard of 0.7 as the basis for determining reliable values. Table 4 contains validity and reliability calculations.

From Table 4 below, we review the existence of causality between the construct of employee performance and the employee performance variable, where the AVE root score is 0.828. Interestingly, there is a relationship between the construct of employee performance and the discipline

variable (0.632). Also, the construct of leadership style on employee performance variables, leadership style variables, and discipline variables has good discriminant validity, where the AVE root scores for the three are 0.758, 0.599, and 0.529. Then, the construct of discipline has a strong AVE root for the discipline variable reaching 0.779. There is a positive connection between the construct of the work environment and the variables of employee performance (0.545), leadership style (0.674), discipline (0.705), and environmental performance (0.670).

Table 4. Discriminant validity and composite reliability

Construct	Employee Performance	Leadership Style	Discipline	Work Environment	Cronbach's alpha
Employee performance	.828		.632		.834
Leadership style	.758	.599	.529		.882
Discipline			.779		.716
Work environment	.545	.674	.705	.670	.741

In calculating composite reliability, the Cronbach's alpha score shows that all variables (employee performance, leadership style, discipline and environmental performance) are above standard and are concluded to be reliable. Specifically, the position of the leadership style variable is the most superior compared to the others with a Cronbach's alpha achievement of 0.882. Meanwhile, the discipline variable with the smallest Cronbach's alpha score reached 0.716. The results of validity and reliability testing calculations meet the requirements, so they can be continued at the inner model stage.

4.3. Inner model

The function of the inner model is to estimate the relationship between latent constructs based on path parameters and their significance levels. Figure 2 shows the model that was recalculated using randomly created sample data. This step is a further improvement or refinement of the outer model. All latent constructs show a relationship in a positive direction with all variable paths.

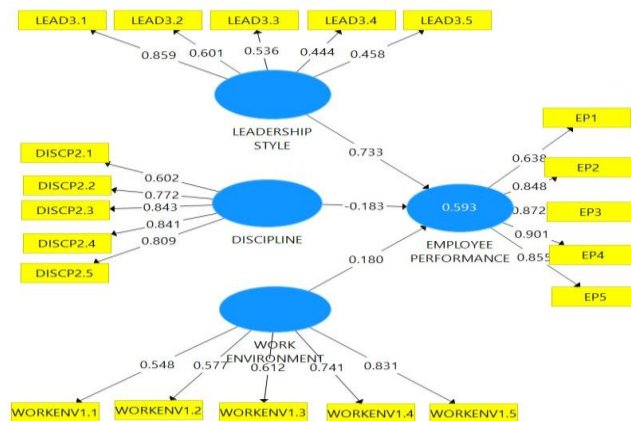


Figure 2. Inner model in PLS

Table 5 contains the R-Square (R^2) and R^2 Adjusted scores. Three categories in the R^2 value from highest to lowest as follows: 0.67 (good), 0.33 (moderate), and 0.19 (weak). It was recorded that the R^2 value reached 0.593, which indicates that the regression model has a fairly strong goodness-fit trend. Employee performance at maritime services companies in Shorebase Tanjung Batu is determined by leadership style, discipline and work environment by 59.3%. There are still 40.7% residual factors or other variables outside the model. Likewise, the R^2 Adjusted value reached 58.3% which was articulated as the contribution of leadership style, discipline and work environment in building employee performance.

Table 5. R-Square and R-square adjusted

Model	R^2	R^2 Adjusted
Employee performance	.593	.583

Referring to a probability degree of 5%, there is a positive relationship between leadership style and work environment on employee performance (see Table 6). This is shown by the coefficients achieved in the original sample of both of them being 0.733 and 0.180. Even though the work environment level is above 0.5 ($\rho \leq 0.147$), it can improve employee performance. However, significant causality between leadership styles is proven by a probability level below 0.5 ($\rho \geq 0.000$). Unfortunately, this is not followed by the influence of discipline on employee performance which is proven to be negative. With a probability that is smaller than the provisions ($\rho \geq 0.028$) or has a significant effect on performance, but the relationship is negative because the coefficient in the original sample shows -0.183.

Table 6. Path hypothesis testing

Linkages	Original Sample	Sample Mean	Standard Deviation	T-Statistics	Prob.
Leadership style → Employee performance	.733	.729	.087	8.401	.000
Discipline → Employee performance	-.183	-.169	.082	2.216	.028
Work environment → Employee performance	.180	.193	.123	1.460	.147

In general, the study results found that when the leadership style and work environment become more conducive, employee performance also increases. This is contrary to other findings, where poor discipline further reduces employee performance. The first and third hypotheses proposed at the beginning regarding leadership style and work environment improving employee performance have been accepted. Contradictorily, the second hypothesis which states that discipline improves employee performance is actually rejected. In the objects investigated, there are dynamics of discipline that trigger a decline in employee performance. Concretely, the level of discipline is not always measured by quantity (such as proof of attendance), but can also be seen from the quality of completing tasks. As an illustration, when a company targets a job to be completed within a certain time, employees can do it according to the job description in their respective fields with work procedures determined based on time flexibility.

5. DISCUSSION

5.1. The link between leadership style on employee performance

Testing the first hypothesis proves that leadership style has a positive effect on employee performance. This signals that the leadership style in the company is a vital part of encouraging employee performance. Nowadays, quality in work also needs to pay attention to employee comfort through innovative and creative ideas, so that work completion times are effective. Those who have talent, potential and broad insight can fully channel it by forming a team. Employees like the example above will be an inspiration for other colleagues who are not optimal in completing tasks to work better. Apart from that, by empowering new IT tools, it can help employees continue to improve weaknesses in operating the job desk. Contextually, equity justice in the workplace is a mediator in the relationship between leadership style and managers' work performance (Shah et al., 2016).

Currently, there are variously debated findings about the significant and reverse effects of leadership style on performance. This is proven by the paper revealed by Al-Khazaleh et al. (2022), where there is a Laissez-faire leadership style that is transactional in nature and does not have a significant impact on performance at the center of the Jordan Water Authority. In case studies in the public sector such as in the Executive Branch of the State of Minas Gerais (Brazil), team performance was directly influenced by leadership style. A transformational leadership style is more suitable for reducing the gap between followers and leaders (Jorge Dias & Borges, 2017). From a different landscape, Karacsony (2021) views that there is a correlation between leadership style and employee performance in the majority of organizations in Hungary. So far, effective leadership style is a unique way of integrating the organization with employees in achieving the vision. Ironically, in the case of the UAE, some companies that display transactional and charismatic leadership styles actually have a negative effect on organizational performance, because they are unable to provide freedom and opportunities for employees to achieve organizational goals (Al Khajeh, 2018). Research developed by Ohemeng et al. (2018) concluded that the relational bureaucratic leadership style has positive implications for employee performance in public service governance in Ghana. In an experiment involving different banking institutions in the UAE, Agarwal (2020) assessed whether there was causality between leadership and employee performance. As a result, a democratic leadership style has helped the banking industry to achieve its goals, including ensuring improved employee performance.

5.2. The link between discipline on employee performance

Testing the second hypothesis concludes that discipline has a negative effect on employee performance. It can be interpreted that a level of discipline that is not balanced with responsibility increasingly weakens employees from focusing on their work. Besides that, a low level of discipline also reduces sensitivity in serving tasks. One of the most rational reasons underlying the level of discipline having a negative impact on employee performance is attitude. Attitudes that are not followed by good capital awareness greatly affect productivity. Based on the experience of this study, discipline that depends on compliance with regulations, responsibility at work, alertness, attendance, and completing work on time does not seem to be carried out by some employees. The existence of inequality in understanding these four aspects, triggers a decline in performance. In fact, an optimal level of discipline will affect the balance between behavior in the organization and work productivity.

Various studies report that there is a negative or positive relationship between employee discipline and performance. For example, in Bogor City, strong discipline has become a tradition that has taken root and has a simultaneous impact on the performance of civil servants at the Regional Secretariat (Maryani et al., 2021). In another scope, Dharma et al. (2023) shows that job satisfaction is able to mediate the relationship between discipline and employee performance at PT. Bank Nagari, West Sumatra. Uniquely, career ambition acts as a mediator in the relationship between the level of discipline and employee performance. In the context of performance behavior of academics from a

large university in Vietnam, Bui et al. (2021) explain that ideological developments among employee groups, which are reflected by career ambitions in the workplace, can determine discipline to support more impressive performance. Good practice is demonstrated by the moderating role of synergistic organizational commitment in influencing career adaptability and employee performance in various companies in India. A survey conducted by Chouhan (2023) shows the fact that employee performance is positively influenced by career adaptability and high organizational commitment.

5.3. The link between work environment on employee performance

From testing the third hypothesis, it was reported that the work environment had a positive effect on employee performance. A work environment centered on a conducive atmosphere can provide a sense of security and enable employees to work more optimally. For human resources, enthusiasm for work also depends on the environment in an organization. From some studies, some of them show that there is a positive relevance of the work environment to performance, but some of them also find a negative relationship. Borgia et al. (2022) tested the effect of work-life balance formed by the work environment on the work performance of some commercial bank employees in Italy. Empirical evaluations testify that maintaining a healthy work environment will create systematic employee work performance. In a similar location, precisely in an Italian steel factory, sustainable employee performance was influenced by the work environment (Previtali et al., 2022). With a workplace environment that demands achievement, health and work ability, it is able to drive performance strategically.

The impact of the work environment on the performance of council administrators from various departments in North Kuching City was researched by Athirah Saidi et al. (2019). Support from supervisors can ensure administrators' productivity to avoid unnecessary stress that could potentially affect their work performance. Al Jardali et al. (2023) examined that the work environment was not related to the individual performance of employees in public higher education institutions in Lebanon. Also, no direct relationship was found between either the external or internal work environment on organizational performance and constructed job characteristics. Other evidence in emerging markets such as Vietnam is discussed by Nguyen et al. (2022), concluded that organizational identification plays a vital role in pro-environmental behavior on the performance perceived by staff working at luxury hotels in Ho Chi Minh City. Organizational participation in mobilizing employee awareness of the environment will be beneficial in improving their perceptions and behavior towards performance. The organization also helps make properties more environmentally friendly to ensure work productivity.

6. CONCLUSION

This study reviews the relationship between leadership style, discipline and work environment on employee performance. The focus was addressed to 591 employees at maritime services industrial companies located at Shorebase Tanjung Batu. Using PLS, we found that leadership style and work environment can improve employee performance. Meanwhile, discipline actually reduces employee performance. Participative leadership is a leadership style desired by employees, where leaders are willing to delegate tasks and authority clearly. Likewise, by giving time to determine tasks, the leadership at this company has fostered good cooperation and communication with employees. With good organizational management capabilities, it becomes attractive for employees to optimize performance. Leadership characteristics are currently seen as positive by them because they can bridge the aspirations of employees in two directions in achieving organizational goals and values.

Other results revealed that discipline is an internal problem being faced by the company. Efforts to maintain employee performance by focusing on strict discipline actually become an obstacle. In

general, most employees do not arrive at the company on time, so their awareness of complying with company regulations according to applicable norms is still minimal. Even though each division's work is done well, it takes a long time. Apart from that, the desire to make changes is also often marginalized because of the relatively weak level of vigilance to maintain performance. This is different in the work environment, where with good teamwork, employee involvement in completing work increases. Fellow employees have large work responsibilities which are supported by a clear work structure as a basis for maximizing performance. Another support is smooth, intense communication starting from leaders to employees and between employees themselves. Basically, employees want good communication, reminding them of their work location far from their office center.

Topics surrounding HR management, especially those related to leadership style, discipline and work environment on employee performance, have been widely reviewed over the past decade. But, there is something new that this study offers, especially for larger organizations such as companies in the maritime services industry. Besides that, to the researcher's knowledge, there is no paper that discusses the relationship of the three variables to employee performance using PLS with the same object and different locations. Moreover, the specific contribution of this study is important to enrich and advance knowledge of HR management in the workplace by evaluating the performance of all employees based on leadership style, discipline and work environment. Indeed, we recognize that there are still current weaknesses that need to be considered. Due to the limitations of existing studies, the direction of future research development could consider including other components that are more varied or outside the variables that influence performance.

Company management is advised to make practical changes, such as revitalizing discipline. The level of discipline is not only highlighted by attention to attendance, but also by the transformation of regulations that make it easier for employees to work flexibly. This study provides valuable momentum that leads to improvements in employee mindsets to comply with the mechanisms implemented by the company. To maintain optimal performance, contemporary and long-term ideas are also needed to anticipate discipline that is often ignored by employees.

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