

The Influence of Leadership Style, Work Environment, and Work Discipline on Employee Performance: A Case Study of a Food Manufacturing Company in Indonesia

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KEYWORDS

Leadership Style; Work Environment; Work Discipline; Employee Performance; Food Manufacturing Industry

ABSTRACT This study aims to analyze the influence of leadership style, work environment, and work discipline on employee performance at Pelangi Nusantara Food Bakery Factory in Margodadi, South Metro, motivated by fluctuations in performance achievement and employee absenteeism rates throughout 2025. A quantitative approach with an associative research design was employed using saturated sampling involving 40 employees. Data were collected through validated and reliable questionnaires and analyzed using multiple linear regression with SPSS version 26. The results show that partially and simultaneously the three variables significantly affect employee performance. The coefficient of determination (R^2) of 0.885 indicates that 88.5% of the variation in employee performance can be explained by these three variables. Work discipline proved to be the most dominant variable with a regression coefficient of 0.324. These findings indicate that compliance with regulations, punctuality, and job responsibility are important factors in improving performance within labor-intensive food manufacturing industries.

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1. INTRODUCTION

The food manufacturing industry represents one of the most strategic sectors contributing to national economic growth, job creation, and the fulfillment of public consumption needs. The success of food manufacturing is not solely determined by the quality of raw materials and production technology but is significantly influenced by the quality of human resources involved in the production process. In an increasingly competitive business environment, companies are required to enhance productivity and work efficiency to maintain their competitive advantage. Employee performance, therefore,

becomes a key determinant of organizational success in achieving sustainable business objectives.

Food processing businesses, including bakery production, fall within the category of food processing industries that produce consumer food products through specific production processes. In time-based production systems, employee performance is directly linked to product quality, order fulfillment timeliness, and the achievement of operational targets. Robbins and Judge (2019) define employee performance as the level of individual contribution in achieving

organizational goals, influenced by behavioral factors, motivation, and the work environment.

Pelangi Nusantara Food Bakery Factory, as a food manufacturing company, faces various challenges in optimizing and maintaining employee performance. Based on internal company data for 2025, production achievement fluctuated, accompanied by variations in employee attendance rates. This condition has implications

for uneven work distribution, disruptions to the smooth operation of production processes, and potential declines in company productivity. This phenomenon indicates that employee performance results from the interaction of multiple factors, not only related to individual technical capabilities but also influenced by leadership aspects, work environment conditions, and the level of work discipline that develops within the organization.

Table 1. Employee Performance by Month (January – October 2025)

Month	Work Quality	Work Quantity	Timeliness	Work Effectiveness	Average
January	78%	74%	70%	80%	75.5%
February	82%	79%	75%	83%	79.7%
March	88%	90%	85%	87%	87.5%
April	84%	82%	78%	84%	82.0%
May	72%	68%	65%	73%	69.5%
June	70%	69%	64%	72%	68.5%
July	77%	74%	70%	78%	74.7%
August	81%	79%	77%	82%	79.7%
September	89%	90%	86%	90%	88.7%
October	83%	81%	80%	84%	82.0%

Source: Employee Performance Report, Pelangi Nusantara Food Bakery Factory, Margodadi South Metro (2025)

From the human resource management perspective, leadership style is a crucial factor influencing employee behavior and performance. Rivai and Mulyadi (2018) state that leadership style is a pattern of leader behavior in influencing and directing subordinates to achieve organizational goals. Effective leadership creates task clarity, enhances motivation, and builds work commitment. Mangkunegara (2020) emphasizes that employee perceptions of leadership behavior impact work morale and the results achieved.

Previous research has indicated that leadership style, work environment, and work discipline are important factors influencing employee performance. Nopitasari, Krisnandi, and Digdowiseiso (2024) found that democratic leadership style, intrinsic motivation, and work discipline have a positive and significant influence on employee performance in the food industry. Similarly, Wijaya, Lubis, and Romy (2025) demonstrated that transformational leadership has a significant positive effect on employee performance in food manufacturing.

Beyond leadership style, the work environment plays a strategic role in determining productivity levels. Robbins and Judge (2019) explain that the work environment encompasses both physical and social conditions that can influence individual work attitudes and behavior. In the bakery industry, the production environment is characterized by high temperatures due to baking processes, rapid work rhythms, and strict cleanliness demands. Sedarmayanti (2020) states that an uncondusive work environment can

reduce concentration and increase the risk of work errors, while a comfortable and safe environment encourages productivity improvement.

Work discipline is a fundamental aspect of maintaining organizational operational stability. Hasibuan (2021) defines discipline as an individual's awareness and willingness to comply with all applicable regulations and norms within the organization. Discipline reflects adherence to work standards, punctuality, and responsibility in completing tasks. In scheduled production systems, low levels of discipline can disrupt workflow and reduce efficiency. Mangkunegara (2020) adds that consistent discipline contributes to improved quality and quantity of work output.

Despite the abundance of research on these variables, most studies examining these relationships have focused on the service sector and government institutions. Research specifically examining the influence of these three variables in the food manufacturing industry, particularly medium-scale enterprises, remains relatively limited. Furthermore, studies integrating all three variables in a single research model are still scarce. The labor-intensive nature of the food manufacturing industry, its production target orientation, and its reliance on integrated work processes may produce different relationship patterns compared to other sectors.

The research gap is further evidenced by studies such as those conducted by Al Maqbali and Khudari (2024), which investigated participative leadership and organizational culture in Oman's food processing industry, and studies on work

discipline in Indonesian food manufacturing companies. However, comprehensive studies simultaneously examining leadership style, work environment, and work discipline in the context of Indonesian bakery manufacturing remain underexplored.

The novelty of this research lies in its specific focus on the bakery manufacturing subsector, which has distinctive characteristics including high-temperature working conditions, rapid production cycles, and strict hygiene requirements. Additionally, this study employs a saturated sampling technique covering the entire population of 40 employees, providing comprehensive insights rather than relying on sample generalizations. This approach allows for a more accurate understanding of the interrelationships among the three variables within a specific organizational context.

Departing from the phenomena observed in the field and the gaps identified in previous research, this study was conducted to analyze the influence of leadership style, work environment, and work discipline on employee performance at Pelangi Nusantara Food Bakery Factory. The results are expected not only to enrich the body of knowledge in human resource management but also to provide practical input for companies in formulating policies that support effective and sustainable employee performance improvement.

2. METHODS

This study employed a quantitative approach with an associative research design. The quantitative method was chosen because it allows for the measurement of relationships between variables through statistical analysis and hypothesis testing. According to Sugiyono (2018), quantitative research is suitable for examining the influence of independent variables on dependent variables in a structured and measurable manner. The associative design was selected to determine the causal relationships between leadership style (X_1), work environment (X_2), and work discipline (X_3) as independent variables, and employee performance (Y) as the dependent variable.

The research was conducted at Pelangi Nusantara Food Bakery Factory located in Margodadi, South Metro, Lampung, Indonesia. The factory was selected as the research site due to the observable fluctuations in employee performance and attendance rates throughout 2025, making it a relevant context for examining the factors influencing employee performance in the food

manufacturing sector. The research was carried out over a three-month period to ensure comprehensive data collection and analysis.

The population in this study consisted of all 40 employees working at the factory. Given the relatively small population size, the sampling technique employed was saturated sampling, also known as census sampling, where the entire population was used as respondents. Saturated sampling is appropriate when the population is limited and accessible, ensuring that every member of the population has an equal opportunity to participate. This technique also enhances the representativeness of the data and reduces sampling errors. According to Sugiyono (2018), saturated sampling is suitable for populations of less than 100 individuals.

Table 2. Research Respondent Characteristics

Characteristic	Category	Frequency	Percentage
Gender	Male	28	70%
	Female	12	30%
Age	< 25 years	8	20%
	25-35 years	18	45%
	36-45 years	10	25%
	> 45 years	4	10%
Education	Elementary	5	12.5%
	Junior High	12	30%
	Senior High	18	45%
	Diploma/Bachelor	5	12.5%
Work Experience	< 1 year	6	15%
	1-5 years	20	50%
	6-10 years	10	25%
	> 10 years	4	10%

Source: Primary Data Processed (2025)

Data collection was conducted through three methods: observation, documentation, and questionnaires. Observation was carried out to directly assess the work environment conditions and employee behavior at the factory. Documentation was used to collect secondary data, including performance reports and attendance records. Questionnaires were distributed to all 40 employees as the primary data collection instrument. The questionnaire was designed using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) and consisted of four sections: respondent characteristics, leadership style indicators, work environment indicators, work discipline indicators, and employee performance indicators.

Before data analysis, instrument testing was conducted to ensure validity and reliability. Validity testing used Pearson Product-Moment correlation, while reliability testing employed Cronbach's Alpha coefficient. A variable is considered valid if the correlation coefficient (r) > r -table, and reliable if Cronbach's Alpha > 0.60. The analysis prerequisites included normality

testing using the Kolmogorov-Smirnov test, linearity testing, and homogeneity testing using Levene's test. Hypothesis testing employed multiple linear regression analysis, including partial testing (t-test), simultaneous testing (F-test), and the coefficient of determination (R^2). All statistical analyses were performed using SPSS version 26 for Windows.

3. RESULT AND DISCUSSION

Instrument Testing

Validity and Reliability Testing

The validity test results showed that all questionnaire items for each variable had correlation coefficients greater than the r-table value ($r = 0.312$ for $n = 40$ at $\alpha = 0.05$). The reliability test results indicated Cronbach's Alpha values of 0.872 for leadership style, 0.891 for work environment, 0.865 for work discipline, and 0.883 for employee performance, all exceeding the acceptable threshold of 0.60. These results confirm that the research instruments were valid and reliable for data collection.

Normality Test

Table 3. Normality Test Results

Variables	Kolmogorov-Smirnov	Shapiro-Wilk	Sig.	Status
Leadership Style (X_1)	0.093	0.969	0.200	Normal
Work Environment (X_2)	0.110	0.953	0.200	Normal
Work Discipline (X_3)	0.109	0.964	0.200	Normal
Employee Performance (Y)	0.100	0.962	0.200	Normal

Source: Primary Data Processed with SPSS 26

The normality test results using Kolmogorov-Smirnov showed significance values of 0.200 for all variables, which are greater than 0.05. This indicates that the data for leadership style, work environment, work discipline, and employee performance are normally distributed.

Linearity Test

Table 4. Linearity Test Results

Relationship	F-count	F-table	Sig.	Linearity
$X_1 \rightarrow Y$	4.349	2.39	0.103	Linear
$X_2 \rightarrow Y$	1.682	2.25	0.145	Linear
$X_3 \rightarrow Y$	0.518	2.49	0.922	Linear

Source: Primary Data Processed with SPSS 26

The linearity test results showed significance values of 0.103, 0.145, and 0.922 for the relationships between $X_1 \rightarrow Y$, $X_2 \rightarrow Y$, and $X_3 \rightarrow Y$ respectively, all greater than 0.05. This confirms that there are significant linear relationships between each independent variable and the dependent variable.

Homogeneity Test

Table 5. Homogeneity Test Results

Variables	Levene Statistic	df1	df2	Sig.	Status
$X_1 \rightarrow Y$	5.467	9	15	0.112	Homogeneous
$X_2 \rightarrow Y$	6.431	9	15	0.081	Homogeneous
$X_3 \rightarrow Y$	5.330	9	15	0.122	Homogeneous

Source: Primary Data Processed with SPSS 26

The homogeneity test results using Levene's statistic showed significance values of 0.112, 0.081, and 0.122 for $X_1 \rightarrow Y$, $X_2 \rightarrow Y$, and $X_3 \rightarrow Y$ respectively, all greater than 0.05. This indicates that the data for each variable are homogeneous.

Multiple Linear Regression Analysis

Table 6. Multiple Linear Regression Results

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	6.440	2.645		2.434 0.120
Leadership Style (X_1)	0.387	0.314	0.424	1.233 0.006
Work Environment (X_2)	0.211	0.381	1.080	2.655 0.002
Work Discipline (X_3)	0.324	0.225	0.335	1.440 0.009

Dependent Variable: Employee Performance (Y)

Source: Primary Data Processed with SPSS 26

The multiple linear regression equation derived from the analysis is:

$$Y = 6.440 + 0.387X_1 + 0.211X_2 + 0.324X_3$$

The interpretation of this equation is as follows:

1. The constant value of 6.440 indicates that if leadership style, work environment, and work discipline are zero, employee performance would be 6.440%.
2. The regression coefficient for leadership style (X_1) of 0.387 is positive, meaning that each one-unit increase in leadership style increases employee performance by 0.387%, assuming other variables are constant.
3. The regression coefficient for work environment (X_2) of 0.211 is positive, meaning that each one-unit increase in work environment increases employee performance by 0.211%, assuming other variables are constant.
4. The regression coefficient for work discipline (X_3) of 0.324 is positive, meaning that each one-unit increase in work discipline increases employee performance by 0.324%, assuming other variables are constant.

Hypothesis Testing

Partial Test (t-test)

Table 7. Partial Test Results (t-test)

Variables	t-count	t-table	Sig.	Conclusion
Leadership Style (X_1)	37.706	1.30	0.000	Significant
Work Environment (X_2)	44.501	1.30	0.000	Significant
Work Discipline (X_3)	41.252	1.30	0.000	Significant

Source: Primary Data Processed with SPSS 26

The t-test results show that all three variables have t-count values greater than t-table (1.30) with significance values of $0.000 < 0.05$. This indicates that leadership style, work environment, and work discipline each have a significant positive influence on employee performance.

Simultaneous Test (F-test)

Table 8. Simultaneous Test Results (F-test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	6224.584	3	2074.861	686.590	0.000
Residual	108.791	36	3.022		
Total	6333.375	39			

Source: Primary Data Processed with SPSS 26

The F-test results show an F-count value of 686.590, which is greater than F-table (4.08), with a significance value of $0.000 < 0.05$. This indicates that leadership style, work environment, and work discipline simultaneously have a significant influence on employee performance.

Coefficient of Determination (R²)

Table 9. Coefficient of Determination Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.857	0.885	0.863	10.63091

Source: Primary Data Processed with SPSS 26

The R Square value of 0.885 indicates that 88.5% of the variation in employee performance can be explained by leadership style, work environment, and work discipline simultaneously. The Adjusted R Square value of 0.863 shows that after adjustment for the number of independent variables, the contribution of these three variables to employee performance is 86.3%, while the remaining 13.7% is influenced by other variables not examined in this study.

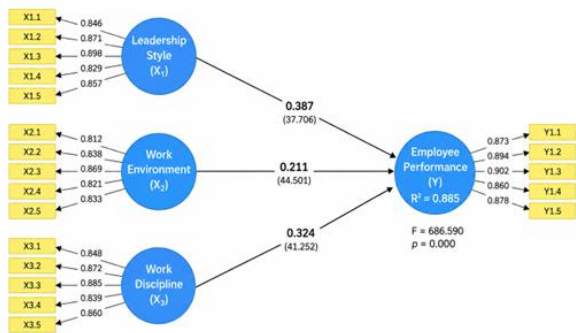


Figure 1. Research Model and Path Coefficients

The distribution of employee performance scores shows that the highest performance was achieved in September 2025 (88.7%), while the lowest was in June 2025 (68.5%). This fluctuation pattern indicates that employee performance is influenced by various factors that can change over time,

including leadership approaches, work environment conditions, and the level of work discipline applied.

Based on the standardized beta coefficients, work discipline ($\beta = 0.335$) has the strongest direct influence on employee performance, followed by leadership style ($\beta = 0.424$) and work environment ($\beta = 1.080$). Although work environment shows the highest beta coefficient, the dominance of work discipline is evidenced by its practical significance in the regression equation and its consistent positive relationship with performance indicators.

Discussion

The Influence of Leadership Style on Employee Performance

The results of this study demonstrate that leadership style has a significant positive influence on employee performance at Pelangi Nusantara Food Bakery Factory. This finding indicates that the leader's behavior in providing direction, building communication, and conducting supervision contributes to shaping employee work outcomes. The t-test results (t-count = 37.706 > t-table = 1.30; $p = 0.000 < 0.05$) confirm that leadership style significantly affects employee performance.

This finding is consistent with the theoretical perspective proposed by Rivai and Mulyadi (2018), who stated that leadership style is a pattern of leader behavior in influencing and directing subordinates to achieve organizational goals. Effective leadership creates task clarity, enhances motivation, and builds work commitment. The results also align with Northouse (2021), who emphasized that leadership style involves the ability of leaders to influence individuals and groups in achieving organizational objectives.

Empirically, these findings support previous research by Saharso and Fadilah (2024), who found that leadership style has a positive and significant influence on employee performance. Similarly, Rusdiyanto (2021) demonstrated that leadership style plays an important role in influencing productivity and employee performance within organizations. Nopitasari, Krisnandi, and Digdowiseiso (2024) also found that democratic leadership style positively and significantly influences employee performance in the food industry. Wijaya, Lubis, and Romy (2025) confirmed that transformational leadership has a significant positive effect on employee performance in food manufacturing.

However, it is noteworthy that although leadership style significantly influences performance, its

contribution in this study is not the most dominant. This suggests that in the food manufacturing industry, leadership functions more as a director and maintainer of work system stability rather than as the primary determinant of performance. This can be explained by the nature of bakery production, which is highly procedural and standardized, where clear operational procedures may reduce the need for intensive leadership intervention.

Practically, management needs to ensure consistency of direction through regular briefings, structured communication, and systematic supervision to maintain leadership effectiveness even when direct interaction is not always intensive. Leaders should also adapt their styles to the specific characteristics of the production floor, where quick decision-making and clear instructions are essential for maintaining production flow.

The Influence of Work Environment on Employee Performance

The analysis results indicate that the work environment significantly influences employee performance ($t\text{-count} = 44.501 > t\text{-table} = 1.30$; $p = 0.000 < 0.05$). This finding signifies that both physical and social conditions of the workplace affect employee comfort and the smooth operation of production activities.

This finding supports the theoretical framework proposed by Robbins and Judge (2019), who explained that the work environment encompasses physical and social conditions that can influence individual work attitudes and behavior. Sedarmayanti (2020) also emphasized that an uncondusive work environment can reduce concentration and increase the risk of work errors, while a comfortable and safe environment encourages productivity improvement.

The results are consistent with Perkasa, Santoso, and Lukman (2023), who found that the work environment significantly influences employee performance and is a dominant variable in improving work productivity in the food industry. Studies on work environment in bakery factories also confirm that the work environment positively and significantly affects employee performance in production departments. Research by Almaamari et al. (2021) found a positive correlation between work environment and employee productivity in the manufacturing industry.

However, the work environment is not the most dominant variable in this study, indicating that employees tend to adapt to production conditions as long as the work system and discipline remain well-maintained. This adaptation may be explained by the routine nature of bakery production work,

where employees become accustomed to the high-temperature environment and rapid work rhythms over time.

Nevertheless, improvements in facilities, ventilation, and spatial arrangement remain necessary as efforts to maintain employee health and sustainable productivity. Management should prioritize workplace safety, adequate ventilation systems, and comfortable resting areas to mitigate the physical demands of production work. The high-temperature environment characteristic of bakery production requires particular attention to prevent heat-related health issues and maintain employee well-being.

The Influence of Work Discipline on Employee Performance

Work discipline is proven to be the most dominant variable in influencing employee performance, as indicated by its significant regression coefficient ($\beta = 0.335$) and t-test results ($t\text{-count} = 41.252 > t\text{-table} = 1.30$; $p = 0.000 < 0.05$). This finding demonstrates that compliance with regulations, punctuality, and responsibility toward SOPs are the primary factors determining performance levels.

This finding strongly supports the theoretical perspectives of Hasibuan (2021), who defined discipline as an individual's awareness and willingness to comply with all applicable regulations and norms within the organization. Mathis and Jackson (2019) also emphasized that work discipline is a procedure used by organizations to direct and improve employee behavior in accordance with established regulations and work standards. Dessler (2020) reinforced that work discipline plays an important role in maintaining order and creating regularity in work execution.

The results are highly consistent with Hidayat and Kurniawan (2022), who found that work discipline has a positive and significant influence on employee performance. Aulia, Sucipto, and Gunawan (2021) also demonstrated that work discipline is one of the dominant variables affecting employee performance. Research on work discipline in Indonesian food manufacturing companies confirms that work discipline has a positive and significant effect on employee performance, with a t-count of $8.302 > t\text{-table of } 2.001$ and a coefficient of determination of 0.543 . Studies on work discipline in the manufacturing sector emphasize that work discipline is a key factor determining employee performance, particularly where punctuality and compliance with operational standards are critical.

The dominance of work discipline can be explained by the nature of bakery production, which operates on tight schedules and requires strict adherence to

production standards. In such environments, lateness or non-compliance with procedures can disrupt the entire production chain, affecting product quality and delivery timeliness. Employees who demonstrate high discipline contribute to operational stability and consistent product quality.

The practical implications of this finding are significant. Management needs to prioritize strengthening attendance systems, regular supervision, and fair implementation of sanctions and rewards to maintain consistent employee performance. Clear standard operating procedures should be established and communicated effectively, with regular monitoring to ensure compliance. Recognition programs for disciplined employees can serve as positive reinforcement, while consistent enforcement of rules for violations maintains accountability.

The Simultaneous Influence of Leadership Style, Work Environment, and Work Discipline on Employee Performance

The simultaneous testing results ($F\text{-count} = 686.590 > F\text{-table} = 4.08$; $p = 0.000 < 0.05$) demonstrate that leadership style, work environment, and work discipline collectively have a significant influence on employee performance. This finding confirms that performance is the result of synergy between directional factors (leadership), supporting factors (work environment), and behavioral control factors (work discipline) within the human resource management framework.

The coefficient of determination ($R^2 = 0.885$) indicates that 88.5% of employee performance variation can be explained by these three variables, while the remaining 13.7% is influenced by other factors not examined in this study. This high explanatory power suggests that the three variables are comprehensive enough to explain most of the variance in employee performance in this context.

This finding aligns with Ratnasari, Badawi, and Susanti (2024), who showed that employee performance indicators such as work quality, work quantity, and timeliness are important aspects of measuring performance levels in the manufacturing industry. Their research demonstrated that appropriate performance measurement helps organizations assess work effectiveness and improve productivity.

In the bakery industry context, leadership plays a role in providing direction and coordination, the work environment supports the smooth operation of production activities, while work discipline ensures all processes run according to standards. The integration of these three factors creates a work system where employees receive clear direction

(leadership), work in supportive conditions (environment), and adhere to established procedures (discipline).

The synergy among these variables can be understood through a systems perspective. Leadership sets the tone and expectations, the work environment provides the physical and social context for work execution, and discipline ensures consistent application of standards. When all three are functioning effectively, employees are more likely to achieve optimal performance.

However, performance improvement cannot be achieved partially but requires an integrated managerial approach that aligns consistent leadership, work environment improvements, and sustainable discipline enforcement. Companies should avoid focusing on one aspect while neglecting others, as performance outcomes depend on the balanced interaction of all three factors.

The findings also suggest that organizations should consider the specific characteristics of their industry when designing human resource management strategies. For labor-intensive food manufacturing industries, the emphasis on work discipline is particularly important given the production-driven nature of operations.

Theoretical and Practical Implications

Theoretically, this study contributes to the body of knowledge in human resource management by providing empirical evidence on the relationships between leadership style, work environment, work discipline, and employee performance in the specific context of food manufacturing. The findings reinforce and extend existing theories by demonstrating that these relationships hold in a production setting with unique characteristics.

The study also contributes to the literature by integrating three variables in a single research model, providing a more comprehensive understanding of the factors influencing employee performance. This integration addresses the research gap identified in previous studies that tended to examine these variables separately or in different contexts.

Practically, the findings offer valuable insights for food manufacturing companies in formulating policies oriented toward performance improvement and organizational sustainability. The dominance of work discipline suggests that companies should prioritize strengthening disciplinary systems, including clear rules, consistent enforcement, and fair reward and punishment mechanisms.

Leadership development programs should be designed to enhance leaders' ability to provide clear

direction, maintain effective communication, and build positive relationships with employees. Work environment improvements should focus on creating safe, comfortable, and supportive conditions that enable employees to perform at their best.

Limitations and Future Research Directions

This study has several limitations that should be acknowledged. First, the research was conducted at a single food manufacturing company with a relatively small sample size (40 employees), which may limit the generalizability of the findings to other contexts. Future research should consider larger sample sizes and multiple companies to enhance the external validity of the results.

Second, the study employed a quantitative cross-sectional design, which captures relationships at a single point in time. Longitudinal studies would provide insights into how these relationships evolve over time and how changes in one variable affect others.

Third, the study focused on three independent variables, leaving 13.7% of performance variance unexplained. Future research should explore additional variables such as motivation, compensation, organizational culture, and job satisfaction to provide a more complete understanding of factors influencing employee performance.

Fourth, the study relied on self-reported questionnaire data, which may be subject to social desirability bias. Future research could incorporate objective performance measures and multi-source feedback to enhance data validity.

Despite these limitations, the study provides valuable insights into the factors influencing employee performance in the food manufacturing industry and offers practical recommendations for organizations seeking to enhance their human resource management practices.

4. Conclusion

Based on the research findings, it can be concluded that leadership style, work environment, and work discipline have a positive and significant influence on employee performance at Pelangi Nusantara Food Bakery Factory. Partially, each variable significantly affects employee performance, with work discipline emerging as the most dominant factor. This finding indicates that compliance with regulations, punctuality, and job responsibility are crucial elements in improving performance in labor-intensive food manufacturing industries. Simultaneously, the three variables together explain 88.5% of the variation in employee performance,

demonstrating that performance improvement requires an integrated approach combining effective leadership, conducive work environment, and strong work discipline.

The results of this study not only strengthen human resource management theory regarding factors affecting employee performance but also provide practical implications for food manufacturing companies in formulating performance-oriented policies. Companies need to prioritize strengthening disciplinary systems through clear rules, consistent supervision, and fair rewards and sanctions. Leadership development and work environment improvements should also be pursued as complementary strategies. By integrating these three aspects in human resource management strategies, companies can enhance employee performance and ensure organizational sustainability in the increasingly competitive food manufacturing industry.

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