

# The Impact of Talent Management, Work Ethics, and Non-Physical Work Environment on Employee Productivity at PT. Langkat Nusantara Kepong

Regia Krisna Ginting \*, Sahat Parulian Remus Silalahi, Henri Saragih

Universitas Methodist Indonesia

Jl. Hang Tuah No.8, Madras Hulu, Kec. Medan Polonia, Kota Medan, Sumatera Utara (20151), Indonesia

## Article Info

### Article history:

Received June 5, 2025

Revised August 12, 2025

Accepted October 22, 2025

### Keywords:

Non Physical, Work Environment, Talent Management, Work Ethic, Work Effectiveness

## ABSTRACT

This think about points to decide and dissect whether the non-physical work environment, ability administration and work ethic at the same time influence the adequacy of representative work at PT Langkat Nusantara Kepong. The sort of inquire about utilized in this investigate is quantitative investigate. The test in this think about were 139 respondents. Based on the comes about of the t theory test it can be concluded that mostly the non-physical work environment contains a significant effect on work viability, mostly ability administration incorporates a noteworthy impact on work viability, somewhat work ethic includes a noteworthy impact on work viability. Based on the comes about of the F theory test, it can be concluded that at the same time / together the non-physical work environment, ability administration, and work ethic have a noteworthy impact on work adequacy. Based on the comes about of the coefficient of assurance investigation, the coefficient of assurance or Balanced R-Square esteem is 0.716 or 71.6%, which suggests that the impact of the non-physical work environment, ability administration, and work ethic on work adequacy is 71.6%, whereas the remaining 28.4% is affected by other factors or variables not inspected.

*This is an open access article under the [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.*



## Corresponding Author:

Regia Krisna Ginting

Universitas Methodist Indonesia

Email: [regiaginting46@gmail.com](mailto:regiaginting46@gmail.com)

## INTRODUCTION

Effective employees are essential to an organization's success. Employees that are effective may meet performance goals, contribute significantly to the accomplishment of corporate objectives, and adjust to changes in the business environment. Enhancing employee effectiveness affects not just individual performance but also the organization's overall performance. (Dkk. Khaeruman, 2024) According to the author's preliminary observations, PT. Langkat Nusantara Kepong, which is situated in the Kutambaru district, has a number of problems with staff effectiveness. The occurrence is consistent with the results of the pre-survey data, which was collected by giving a temporary questionnaire to 20 PT. Langkat Nusantara Kepong personnel. The pre-survey's findings are as follows:

**Table 1.1. Pre-Work Effectiveness Survei**

No	Question	Yes	Presentase	No	Presentase
1	Workers can accomplish a range of goals established by the organization.	8	40%	12	60%
2	Workers think that producing high-quality work is crucial.	7	35%	13	65%
3	The worker can successfully finish every duty that is given to them.	6	30%	14	70%
4	Workers are able to finish the work they are given ahead of the company's deadline.	6	30%	14	70%
	average	7	34%	13	66%

Source: data processed by the researcher (2025)

The researcher finds that there are still problems with work effectiveness because Table 1.1 above shows that 34% of respondents said "Yes" and 66% said "No." Twenty employees of PT. Langkat Nusantara Kepong were given a temporary questionnaire as part of a pre-survey to learn more about the real problems with the non-physical work environment.

**Table 1.2. Pre-survey of Non-Physical Work Environment**

No	Question	Yes	Presentasi	No	Presentasi
1	Insufficient interaction between superiors and subordinates	9	45%	11	55%
2	Lack of communication between coworkers	8	40%	12	60%
3	The absence of communication between coworkers at the same level	9	45%	11	55%
	<b>Average</b>	9	43%	11	57%

Source: data processed by the researcher (2025)

Based on table 1.2 over, it can be seen that the rate of "Yes" is 43% and the rate of "No" is 57%. In this manner, the analyst concludes that there are still issues with respect to the non-physical work environment conditions at PT Langkat Nusantara Kepong, which can lead to impediments in completing the errands or assignments given by bosses. This can be since the communication between superiors and subordinates, or among subordinates themselves, isn't completely passed on, which can affect the company's generation prepare, making it less ideal. To get it the real issues with respect to ability administration, a pre-survey was conducted by conveying a transitory survey to 20 workers of PT. Langkat Nusantara Kepong.

Here is the list of pre-survey tables on ability administration at PT. Langkat Nusantara Kepong conducted by the analyst :

**Table 1.3. Prasurvey Talent Management**

No	Question	Yes	Presentasi	No	Presentasi
<b>Training and Development</b>					
1	The company provides training to employees to develop their skills so they can complete various tasks assigned to them.	8	40%	12	60%
<b>Performance Management Process</b>					
2	The performance evaluation process in the company provides meaningful and constructive feedback to employees.	8	40%	12	60%
<b>Compensation</b>					
3	The company provides appropriate and fair compensation for all employees	6	30%	14	70%
	<b>Average</b>	7	37%	13	63%

Source: data processed by the researcher (2025)

Because of the 37% "Yes" responses and 63% "No" responses, as shown in Table 1.3 above, the researchers came to the conclusion that there are still problems with talent management. Employees will be more motivated to perform more efficiently if they have the chance to grow, feel appreciated, and have greater job satisfaction thanks to excellent talent management. (Dkk. Susanto, 2023) In practice, though, issues still arise when examining the presentation displayed in the table. In the meantime, there are a number of work ethic-related problems. Twenty employees of PT. Langkat Nusantara Kepong were given a temporary questionnaire as part of a pre-survey to determine the true issues with work ethic.

**Table 1.4. Prasurvey Work Ethic**

No	Question	Yes	Presentase	No	Presentase
1	Employees always leave for work with enthusiasm	7	35%	13	65%
2	Employees comply with all the work procedures set by the office	9	45%	11	55%
3	Employees are aware of their duties and responsibilities at the office and carry them out to the best of their abilities.	9	45%	11	55%
4	Employees always maintain the good name of the office both within and outside the office environment.	13	65%	7	35%
Average		9	47%	10	53%

Source: data processed by the researcher (2025)

It is evident from Table 1.4 above that there are still problems with work ethic at PT. Langkat Nusantara Kepong, as 47% of respondents said "Yes" and 53% said "No." It is clear from the description above that the business contributes significantly to the development of human resources. In addition to concentrating on production goals, the organization should also communicate with all stakeholders, mold employee motivation and behavior, and value talent management, all of which will have an impact on worker performance and productivity in the future. As a result, workers are able to do their jobs efficiently. (Dkk & Aisyah, 2021).

### Hypothetical System and Theory Improvement

Concurring to Sugiyono (2020:63), "A theory could be a brief presumption with respect to the detailing of the issue." Because its nature is still temporary, it must be demonstrated through the experimental information that has been collected.

The speculation set up by the creator in this ponder is as takes after:

H1 : The non-physical work environment in part includes a positive impact on representative work adequacy at PT. Langkat Nusantara Kepong

H2 : Ability administration somewhat incorporates a positive impact on representative work adequacy at PT. Langkat Nusantara Kepong

H3 : Work ethic in part features a positive impact on representative work viability at PT. Langkat Nusantara Kepong.

H4 : Non-physical work environment, ability administration, and work ethic at the same time have a positive impact on representative work viability at PT. Langkat Nusantara Kepong.

Agreeing to Anggriani (2024) in her inquire about diary titled "The Impact of Non-Physical Work Environment and Work Teach on Representative Execution Viability," there's a marvel crevice showing that the non-physical work environment in this company still has deterrents. Based on the investigate discoveries, it concludes that the variable of the non-physical work environment contains a positive and noteworthy impact on representative execution viability. Agreeing to Ferdinal et al. (2024) in their investigate diary titled "The Impact of Ability Administration and Organization Citizenship Behavior (OCB) on Representative Execution Adequacy," the investigate concludes that the ability administration variable includes a positive and critical impact on representative execution viability. Agreeing to Saifulloh et al. (2022) in their inquire about diary titled "The Impact of Work Ethos and Work Inspiration on Worker Execution Viability," the inquire about comes about conclude that the Work Ethos variable incorporates a positive and critical impact on representative execution viability.

### METHOD

This study employed quantitative research as its methodology. By analyzing the correlations between variables, descriptive quantitative research aims to evaluate certain hypotheses. This approach typically uses statistical analysis and numerical data measurement to produce results that are generalizable and objectively reveal the correlations between the variables under study. Sihotang (2023)

## RESULTS

In this section, respondents are divided based on gender, age, and highest education level. The distribution can be seen in the table below.

**Table 1.5. Responden work unit**

No	Work unit	Frequency	Persetase
1	Account Supervisor	1 Employe	1%
2	SS7 Clerck	8 Employe	6%
3	EFS Clerk	8 Employe	6%
4	General Clerk	7 Employe	5%
5	Barcode	7 Employe	5%
6	Store Keeper Clerk	7 Employe	5%
7	Field Assistent	3 Employe	2%
8	Field Supervisor	2 Employe	1%
9	Mandor Panen	4 Employe	3%
10	Divisi I	46 Employe	33%
11	Divisi II	46 Employe	33%
	Jumlah	139 Employe	100%

Source: data processed by the researcher, 2025

Based on the recurrence dispersion information of work units, the full number of workers is 139 individuals spread over different work units. The work units with the biggest number of workers are Division I and Division II, each having 46 representatives or 33% of the entire representatives. Following, there are the SS7 Receptionist and EFS Receptionist work units, each with 8 workers or 6%. Common Receptionist, Standardized identification, and Store Guardian Receptionist each have 7 workers or 5%. At that point, the Gather Administrator has 4 workers or 3%, whereas the Field Right hand has 3 representatives or 2%. The Field Boss unit has 2 representatives or 1%, and the unit with the least representatives is the Account Administrator unit with as it were 1 representative or 1%. In this way, the conveyance of workers over different work units appears that most representatives are in Division I and II, whereas other work units have less workers. The legitimacy test measures the consistency of the survey comes about. An thing explanation is said to be substantial in the event that its relationship esteem is over 0.361; and in the event that its relationship esteem is underneath 0.361, it implies the instrument isn't substantial. The comes about of the legitimacy test can be seen within the table underneath.

**Table 1.6. Results of the Validity Test for Non-Physical Work Environment Variables**

Non-physical work environment	r calculation	r Table	Explanation
X1.1	0.732	0.361	Valid
X1.2	0.751	0.361	Valid
X1.3	0.623	0.361	Valid
X1.4	0.644	0.361	Valid
X1.5	0.788	0.361	Valid
X1.6	0.716	0.361	Valid

Source: Processed Data from SPSS 26 , 2025

Since the normal evaluated r esteem is more noteworthy than table r 0.361, it can be induced from the over table that each thing of the investigate variable instrument is authentic.

**Table 1.7. Results of the Validity Variabel Talent Management**

Talent Management	r Calculation	r Table	Explanation
X2.1	0.645	0.361	Valid
X2.2	0.779	0.361	Valid
X2.3	0.563	0.361	Valid
X2.4	0.63	0.361	Valid
X2.5	0.563	0.361	Valid
X2.6	0.66	0.361	Valid

Source: Processed Data from SPSS 26, 2025

Since the average estimated r value is greater than table r 0.361, it can be inferred from the above table that every item of the research variable instrument is legitimate.

**Table 1.8. Result of the Validity Variabel Work Ethic**

Work Ethic	r Calculation	r Table	Explanation
X3.1	0.609	0.361	Valid
X3.2	0.69	0.361	Valid
X3.3	0.522	0.361	Valid
X3.4	0.629	0.361	Valid
X3.5	0.477	0.361	Valid
X3.6	0.68	0.361	Valid

Source: Processed Data from SPSS 26, 2025

Since the normal assessed  $r$  esteem is more noteworthy than table  $r$  0.361, it can be gathered from the over table that each thing of the inquire about variable instrument is genuine.

**Table 1.9. Result of the Validity Variabel Work Effectiveness**

Work Effectiveness	r Calculation	r Table	Explanation
Y.1	0.633	0.361	Valid
Y.2	0.723	0.361	Valid
Y.3	0.834	0.361	Valid
Y.4	0.772	0.361	Valid
Y.5	0.841	0.361	Valid
Y.6	0.799	0.361	Valid

Source: Processed Data from SPSS 26, 2025

The average calculated  $r$  value  $>$  table  $r$  0.361.

The Impact of Non-Physical Work Environment on Work Adequacy, based on the comes about of the  $t$  theory test, the calculated  $t$  esteem for the non-physical work environment is  $4.944 >$  table  $t$  1.978 and the sig esteem is  $0.000 < 0.05$ , it can be concluded that the non-physical work environment in part includes a positive and noteworthy impact on work adequacy. The Impact of Ability Administration on Work Adequacy, based on the comes about of the  $t$ -test theory, the calculated  $t$ -value for ability administration is  $10.898 >$   $t$ -table 1.978 and the sig esteem is  $0.000 < 0.05$ , it can be concluded that ability administration incorporates a positive and critical halfway impact on work adequacy. Ability administration mostly features a noteworthy affect on work adequacy since it focuses on overseeing and creating gifted workers to supply greatest commitments to the organization.(Hassan dkk., 2022).

The Impact of Work Ethos on Work Viability, based on the comes about of the  $t$ -test speculation, the calculated  $t$ -value for work ethos is  $14.652 >$   $t$ -table 1.978 and the sig esteem is  $0.000 < 0.05$ , it can be concluded that in part, work ethos includes a positive and noteworthy impact on work adequacy. Work ethic in part includes a noteworthy affect on work viability since it reflects a person's demeanor, values, and devotion in carrying out their tasks.(Safitri dkk., 2025) The Impact of Non-Physical Work Environment, Ability Administration, and Work Ethos on Work Viability, based on the test comes about, appears an  $F$ -value of 116.912, which is more noteworthy than the  $F$ -table esteem of 3.06. It can be concluded that there's an impact of the non-physical work environment, ability administration, and work ethic on representative work effectiveness.(RESKI, 2024)

## CONCLUSION

In this think about, the analysts point to decide the affect of the non-physical work environment, ability administration, and work ethic on representative work viability at PT. Langkat Nusantara Kepong. Based on the comes about of the  $t$ -test and the coefficient of assurance test, the impact of the non-physical work environment, ability administration, and work ethic on representative work adequacy at PT. Langkat Nusantara Kepong is all critical and impactful. The suggestions that can be given are that PT. Langkat Nusantara Kepong can move forward the non-physical work environment by upgrading open communication, empowering collaboration, giving appreciation, making an comprehensive culture, encouraging preparing, supporting work-life adjust, clarifying work desires, and building steady administration to make strides the non-physical work environment. They can too improve ability administration by reinforcing preparing, giving clear career ways, actualizing a reasonable execution assessment framework, and making strides work ethic by building a culture of teach, fulfilling execution, ingrains keenness values, and upgrading communication.

## REFERENCES

- [1] Aisyah, N., & Dkk. (2021). Meningkatkan Kinerja Manajemen Sumber Daya Manusia: Konsep & Studi Kasus. CV AA Rizky. <https://repository.uma.ac.id/handle/123456789/15469>
- [2] Anggriani, Evi (2024) Pengaruh Lingkungan Kerja (Non Fisik) dan Disiplin Kerja Terhadap Efektivitas Kinerja Karyawan Tetap Bagian Pemanen Kelapa Sawit Pada PT. Ramajaya Pramukti Kecamatan Tapung Hilir Kabupaten Kampar, Riau. Universitas Islam Negeri Sultan Syarif Kasim Riau: Pekanbaru
- [3] Ferdinal, A., Resty, F., Yandela, M. P., & Purwanto, K. (2024). Pengaruh Talent Management, Dan Organization Citizenship Behavior (OCB) Terhadap Efektivitas Kinerja Karyawan Pada PT. Dharmasraya Sawit Lestari. *Innovative: Journal Of Social Science Research*, 4(4), 3385-3397.
- [4] Hassan, A., Donianto, C., Kiolol, T., & Abdullah, T. (2022). PENGARUH TALENT MANAGEMENT DAN WORK LIFE BALANCE TERHADAP RETENSI KARYAWAN DENGAN MEDIASI DUKUNGAN ORGANISASI. *Modus*, 34(2), Article 2. <https://doi.org/10.24002/modus.v34i2.5966>
- [5] Khaeruman, K., Mukhlis, A., Bahits, A., & Tabroni, T. (2024). Strategi Perencanaan Sumber Daya Manusia Untuk Meningkatkan Kinerja Organisasi. *Jurnal Riset Bisnis dan Manajemen Tirtayasa*, 7(1), 41–50. <https://doi.org/10.48181/jrbmt.v7i1.23910>
- [6] RESKI, P. (2024). PENGARUH TALENT MANAGEMENT DAN KOMITMEN ORGANISASI TERHADAP KINERJA KARYAWAN PADA PERUSAHAAN DAERAH AIR MINUM (PDAM) KABUPATEN MAJENE [Diploma, UNIVERSITAS SULAWESI BARAT]. <https://repository.unsulbar.ac.id/id/eprint/1465/>
- [7] Safitri, I. M., Febrianti, A., Wijayanti, N. D., Laia, S., & Yunita, S. (2025). PERAN ETOS KERJA DALAM MEMBENTUK PROFESIONALISME DAN INTEGRITAS DI DUNIA KERJA. *Musytari : Jurnal Manajemen, Akuntansi, Dan Ekonomi*, 16(11), Article 11. <https://doi.org/10.2324/q2jfh214>
- [8] Saifulloh, I., Darman, S., Syahnaz, T., & Natalia, S. H. (2022). Pengaruh Etos Kerja Dan Motivasi Kerja Terhadap Efektivitas Kinerja Karyawan Pada PT. Kirana Permata: Universitas Baturaja
- [9] Sihotang, H. (2023). Metode Penelitian Kuantitatif (E. Murniarti, Ed.). UKI Press. <http://repository.uki.ac.id/13063/>
- [10] Sugiyono, (2020), Metodologi Penelitian Kuantitatif dan Kualitatif dan R&D. Bandung: Alfabeta.
- [11] Susanto, P. C., Maharani, A., Suroso, S., Kamsariaty, K., & Suryawan, R. F. (2023). Determinasi Budaya Organisasi, Pengembangan Karir dan Kepuasan Kerja Terhadap Keterikatan Karyawan: Studi Empiris. *Jurnal Siber Multi Disiplin*, 1(2), 93–101. <https://doi.org/10.38035/jsmd.v1i2.69>