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The Influence of Leadership and Work Environment on the Performance of Personnel at Korem 031/WB Pekanbaru

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Abstract

This study has a problem formulation of how the influence of leadership and work environment affects the performance of personnel at Korem 031/WB especially the personnel of Makorem 031/WB with the aim of knowing the magnitude of the influence of leadership and work environment on the performance of personnel at Korem 031/WB, especially personnel of Makorem 031/ WB. This research method uses quantitative methods with analytical testing techniques using simple linear regression, t test, f test and the coefficient of determination. The results of this study indicate that the leadership variable has an influence on personnel performance by 58% and the work environment variable has a positive influence as well as 54%. Simultaneously leadership and work environment on the performance of personnel have a positive effect. So the results of the study are in line with the hypothesis that there is an influence between leadership and work environment on the performance of personnel at Makorem 031/WB.

Keywords*: Leadership, Work Environment, Personnel Performance, Korem 031/WB*

Abstrak

Penelitian ini memiliki rumusan masalah bagaimana pengaruh kepemimpinan dan lingkungan kerja berpengaruh terhadap kinerja personel pada Korem 031/WB terkhusus pada personel Makorem 031/WB dengan tujuan untuk mengetahui besarnya pengaruh kepemimpinan dan lingkungan kerja terhadap kinerja personel pada korem 031/WB terkhusus personel makorem 031/WB. Metode penelitian ini menggunakan metode kuantitatif dengan teknik analisis menguji menggunakan regresi liner sederhana, uji t, uji f dan koefisien determinasi. Hasil penelitian ini menunjukan bahwa dilihat dari variabel kepemimpinan memiliki pengaruh terhadap kinerja personel sebesar 58% dan variabel lingkungan kerja memiliki pengaruh positif juga sebesar 54%. Secara simultan kepemimpinan dan lingkungan kerja terhadap kinerja personel berpengaruh positif. Maka hasil penelitian sejalan dengan hipotesis bahwa terdapat pengaruh antara kepemimpinan dan lingkungan kerja terhadap kinerja personel pada Makorem 031/WB.

Kata Kunci: Kepemimpinan, Lingkungan Kerja, Kinerja Personel, Korem 031/WB

I. INTRODUCTION

Human resources play a crucial role in shaping an ideal organization or company, and therefore require serious attention and ongoing evaluation within the operational framework of any institution. This is because, ultimately, it is human beings who determine direction, project success, and implement the planning, strategies, and policies of an organization or company. According to Bintoro and Daryanto (2017: 15), "Human Resource Management, abbreviated as HRM, is the discipline or method of managing relationships and the roles of human resources (employees) owned by individuals in an efficient and effective manner, so they can be utilized optimally to achieve the common objectives of the company, employees, and society."

The quality of employee performance is a key factor in ensuring the long-term sustainability of an organization, given that humans are irreplaceable resources that cannot be entirely substituted by machines or advanced technological tools. As such, leadership becomes a primary factor in improving personnel performance, particularly within the military context where leaders are required to demonstrate reliable, credible, and adaptable abilities in facing demanding operational challenges. In an organization, there are those who lead and those who are led; leadership qualities may inherently reside within an individual or emerge within a group of people. Thus, groups possessing shared values, principles, rules, and certain cultural traits, particularly those exclusive to members of a specific unit, can be categorized as social groups.

In a prior study, Suwanto (2019) revealed that a leader's failure to influence employees toward improving their performance can be identified through various indicators, such as a high number of employees violating performance regulations — including those arriving late without receiving reprimands from superiors. This is further reflected in persistent employee tardiness despite minor adjustments to working hours, a lack of constructive feedback from leaders, inadequate appreciation of subordinate opinions, and limited accountability from leadership concerning employee performance. These conditions ultimately contribute to diminished responsibility among personnel, leading to unmet performance targets on a monthly basis.

According to Afandi (2018), when associated with the term performance as a noun, it is defined as the work outcomes achieved by an individual or a group within a company, in accordance with their respective authority and responsibilities, in an effort to realize organizational goals in a lawful manner, without violating legal provisions, and consistent with prevailing moral and ethical standards. As a parent organization, institution, or agency, it is essential to provide a comfortable and conducive work environment that can motivate employees to work efficiently. A well-designed work environment can increase employee satisfaction with their duties, leave a lasting positive impression, and ultimately foster high levels of employee performance.

This study seeks to examine the influence of leadership and work environment on the performance of personnel at Korem 031/WB. Previous research in this area remains limited, particularly studies that focus on government institutions, especially within military organizations, which operate as non-profit entities. This represents a research gap, where prior studies still exhibit certain limitations. Therefore, this study is intended as a contribution to

expanding knowledge regarding these influences while also raising awareness of the organizational dynamics within non-profit institutions.

Leadership and work environment have a significant impact on personnel performance, particularly in military organizations. The research to be conducted will investigate the dimensions of leadership and the work environment at Korem 031/WB and their influence on personnel performance within the same institution. The study will focus on 13 selected personnel within Makorem 031/WB, specifically in the headquarters section of Korem 031/WB.

II. LITERATURE REVIEW

Leadership holds a strategic role within an organization. Through effective leadership, every operational activity within a company can be managed properly. It is impossible for an organization to function without leadership, and all organizational activities must be supported by effective communication, as this plays a crucial role in achieving organizational goals, particularly in realizing strong organizational performance (Yuliana, 2020). Wijaya (2016: 120) identifies six indicators that characterize leadership within an organization, namely:

a. Decisiveness — A leader who is firm in giving instructions, taking action, and providing guidance greatly contributes to the enforcement of employee discipline. A leader's decisiveness also determines their authority, which is essentially a key factor in minimizing violations of workplace discipline.
b. Humanistic Approach — A leader must strive to establish a conducive and humanistic work climate, characterized by the creation of humane working relationships. In turn, this will enhance employee awareness and ultimately reduce the likelihood of disciplinary violations.
c. Role Modeling — In alignment with prevailing societal norms, the behavior of a leader often serves as a model for subordinates. Therefore, leaders are expected to consistently set a good example for their employees.
d. Supervision — This refers to direct supervision by superiors over the behavior, morality, attitudes, work enthusiasm, and achievements of their employees. Continuous attention and guidance of this nature will reduce opportunities for individuals to breach workplace discipline.
e. Fairness — The provision of fairness, both in terms of rights, obligations, and the sanctions imposed, ensures that employees subjected to those measures are able to accept them reasonably and appropriately.

According to Afandi (2018), the benefit of a supportive work environment is its ability to foster enthusiasm for work, which in turn enhances work productivity. Furthermore, working alongside highly motivated individuals facilitates timely completion of tasks. In this context, tasks are completed in accordance with established standards and within designated time frames. Afandi (2018: 70) outlines several indicators of a conducive work environment as follows:

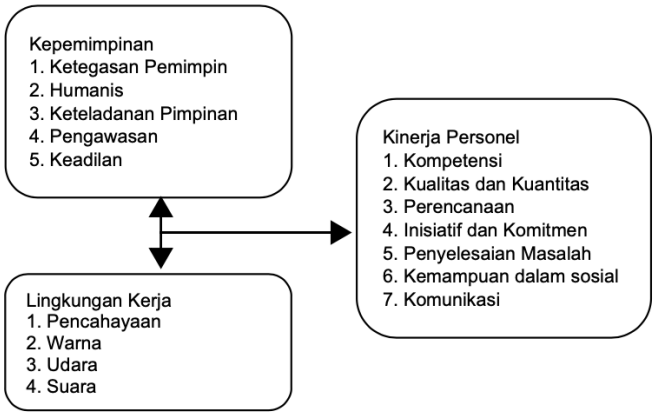
a. Lighting — Adequate and well-directed lighting enhances work efficiency, enabling employees to work more quickly, make fewer errors, and experience less eye strain.

b. Color — Color is a significant factor in improving employee efficiency, as it influences psychological states. Using appropriate color schemes for walls and equipment can positively affect employees' mental well-being.
c. Air Quality — This factor typically refers to air temperature and humidity levels in the work environment.
d. Noise — To reduce workplace disturbances, it is necessary to properly position equipment that generates loud noises, such as typewriters, telephones, and motor vehicle parking areas.

Performance refers to the level of achievement generally attained by employees within a specific period in accordance with mutually agreed organizational goals. Dessler, as cited in Naufal (2017), outlines eight key dimensions of performance:

a. Job Understanding/Competence — Demonstrates the understanding and skills necessary to achieve work effectiveness. This includes comprehending job expectations and consistently performing duties in line with the evolving demands of one's area of responsibility.
b. Work Quality and Quantity — Completes tasks accurately, thoroughly, and on time, achieving the expected outcomes. This dimension reflects an employee's attention to departmental objectives and the needs of other units that rely on their services and deliverables. It also involves managing multiple responsibilities effectively and utilizing working hours productively.
c. Planning — Establishes clear goals and organizes duties independently based on departmental, divisional, or managerial center objectives. This includes identifying the resources required to achieve organizational targets and seeking clarification in situations where priorities or objectives remain unclear.
d. Initiative and Commitment — Displays personal responsibility in carrying out work duties, offers support to help achieve departmental and divisional goals, works with minimal supervision, and maintains punctuality and attendance in accordance with job expectations.
e. Problem-Solving and Creativity — Identifies and analyzes problems, formulates alternative solutions, recommends or implements appropriate actions, and follows up to ensure that problems are fully resolved.
f. Teamwork and Cooperation — Maintains harmonious and effective working relationships with superiors, colleagues, and subordinates, while adapting to shifting priorities and operational needs. This includes sharing information and resources to foster positive, collaborative working environments.
g. Interpersonal Skills — Relates effectively and positively with superiors, peers, subordinates, and other stakeholders, consistently demonstrating respect for others.
h. Communication (Oral and Written) — Effectively conveys information and ideas through both spoken and written means, listens attentively, and seeks clarification to ensure full understanding.

The conceptual framework employed in this study focuses on examining the influence of leadership and work environment on the performance of personnel.



The hypotheses proposed in this study are as follows:

H1 : Leadership has a significant influence on personnel performance.

H2 : Work environment has a significant influence on personnel performance.

H3 : Leadership and work environment simultaneously have a significant influence on personnel performance.

III. RESEARCH METHOD

This research adopts a descriptive quantitative design, aiming to describe the characteristics and nature of the data and variables being tested. In this study, the variables to be examined include Leadership (X1) and Work Environment (X2) as independent variables, and Personnel Performance (Y) as the dependent variable. The study applies variable measurements through research instruments, producing numerical data that can be analyzed using statistical procedures.

The population in this study consists of 265 personnel, and the sample size was determined through a systematic application of formulas recommended by experts. Specifically, the Slovin formula was employed with a 10% margin of error. Based on the calculation, a sample of 73 respondents was drawn from the total population of 265 personnel.

The data collection technique used for selecting respondents from the Makorem 031/WB unit in Pekanbaru was purposive sampling. Purposive sampling is a technique for selecting samples based on specific considerations. For instance, a study on food quality would select experts in culinary fields, while research on political conditions in a particular region would involve political experts as data sources (Sugiyono, 2018: 144). Both primary and secondary data collection instruments were utilized in this study.

The data analysis techniques employed included validity and reliability tests to verify the accuracy and consistency of the data. The hypothesis testing and analysis were conducted using multiple linear regression analysis, along with t-tests, simultaneous F-tests, and the coefficient of determination (R^2).

IV. HASIL PENELITIAN DAN PEMBAHASAN

Validity Test

Table 1. Leadership Validity Test

Item Number	R-Count	R-Table	Description
1	0.569	0.2303	Valid
2	0.613	0.2303	Valid
3	0.636	0.2303	Valid
4	0.528	0.2303	Valid
5	0.536	0.2303	Valid
6	0.606	0.2303	Valid
7	0.683	0.2303	Valid
8	0.665	0.2303	Valid
9	0.571	0.2303	Valid
10	0.545	0.2303	Valid
11	0.530	0.2303	Valid
12	0.466	0.2303	Valid

Based on the validity test for the leadership variable, it was found that for items 1 to 12, each item had a calculated r-value (r-count) greater than the critical r-value (r-table). The r-table value used in this study was determined based on a sample size of 73 respondents with a significance level of 5%. Since the formula for degrees of freedom is df = n - 2, it follows that df = 75 - 2 = 73. Therefore, at a 5% significance level with 73 degrees of freedom, the r-table value was 0.2303.

Table 2. Work Environtment Validity Test

Item Number	R-Count	R-Table	Description
1	0.575	0.2303	Valid
2	0.397	0.2303	Valid
3	0.520	0.2303	Valid
4	0.618	0.2303	Valid
5	0.463	0.2303	Valid
6	0.554	0.2303	Valid
7	0.577	0.2303	Valid
8	0.325	0.2303	Valid
9	0.718	0.2303	Valid
10	0.605	0.2303	Valid
11	0.655	0.2303	Valid
12	0.331	0.2303	Valid

Based on the validity test for the employee performance variable, it was found that for items 1 to 20, each item had a calculated r-value (r-count) greater than the critical r-value (r-table). The r-table value applied in this study was determined based on a total sample of 73 respondents at a 5% significance level. Using the formula for degrees of freedom (df = n - 2), the result was df = 75 - 2 = 73. Therefore, at a 5% significance level with 73 degrees of freedom, the r-table value was 0.2303.

Table 3. Employee Performance Validity Test

Item Number	R-Count	R-Table	Description
1	0.454	0.2303	Valid
2	0.285	0.2303	Valid
3	0.533	0.2303	Valid
4	0.475	0.2303	Valid
5	0.603	0.2303	Valid
6	0.665	0.2303	Valid
7	0.629	0.2303	Valid
8	0.675	0.2303	Valid
9	0.535	0.2303	Valid
10	0.665	0.2303	Valid
11	0.567	0.2303	Valid
12	0.471	0.2303	Valid
13	0.728	0.2303	Valid
14	0.747	0.2303	Valid
15	0.678	0.2303	Valid
16	0.654	0.2303	Valid
17	0.630	0.2303	Valid
18	0.281	0.2303	Valid
19	0.282	0.2303	Valid
20	0.277	0.2303	Valid

Based on the validity test for the work environment variable, it was found that for items 1 to 12, each item had a calculated r-value (r-count) greater than the critical r-value (r-table). The r-table value applied in this study was determined based on a total sample of 73 respondents at a 5% significance level. Using the formula for degrees of freedom (df = n - 2), the result was df = 75 - 2 = 73. Accordingly, at a 5% significance level with 73 degrees of freedom, the r-table value was 0.2303.

Realibility Test

Table 4. Realibility Test

Variable	Cronbach's Alpha	Reliability Criterion	Description
Leadership	0.881	> 0.6	Reliable
Work Environment	0.853	> 0.6	Reliable
Personnel Performance	0.903	> 0.6	Reliable

Based on the reliability test results, the leadership variable obtained a Cronbach's alpha value of 0.881, which exceeds the minimum reliability threshold of 0.6 (0.881 > 0.6). Similarly, the work environment variable achieved a Cronbach's alpha value of 0.853, also surpassing the reliability requirement (0.853 > 0.6). Furthermore, the personnel performance variable recorded a Cronbach's alpha value of 0.903, which is likewise higher than the specified threshold (0.903 > 0.6). Based on these results, it can be concluded that all three variables in this study meet the reliability criteria and are thus considered to be reliably distributed.

Multiple Linear Regression

Table 5. Linear Regression Test

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t-Value	Sig.
(Constant)	11.905	9.596	—	1.241	0.219
Leadership (X1)	0.681	0.134	0.468	5.075	0.000
Work Environment (X2)	0.792	0.187	0.390	4.233	0.000

Note: Dependent Variable: **Personnel Performance (Y)**

Based on the table above, the regression coefficient value for b_1 is 0.681, indicating that the leadership variable has a positive influence on personnel performance. This means that for every one-unit increase in the leadership variable, personnel performance increases by 0.681 units, assuming that other variables in this study remain constant. Additionally, the regression coefficient value for b_2 is 0.792, demonstrating that the work environment variable also has a positive influence on personnel performance. In other words, for every one-unit increase in the work environment variable, personnel performance increases by 0.792 units, under the assumption that other variables are not examined in this study.

T-Test

Table 6. T-Test

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	**Std. Error**	Beta	T	**Sig.**
1	(Constant)	11.905	9.596	—	1.241	0.219
	Leadership (X1)	0.681	0.134	0.468	5.075	0.000
	Work Environment (X2)	0.792	0.187	0.390	4.233	0.000
a. Dependent Variable: Personnel Performance (Y)						

Based on the table above, the t-count value for variable X_1 (Leadership) is 5.660, which is greater than the t-table value of 1.99394, with a significance value of 0.000, which is less than 0.05. This indicates that leadership has a significant influence on personnel performance at Makorem 031/WB Pekanbaru. For the next variable, the t-count value for variable X_2 (Work Environment) is 4.233, which also exceeds the t-table value of 1.99394, with a significance value of 0.000, which is less than 0.05. This result indicates that the work environment has a significant influence on personnel performance at Makorem 031/WB Pekanbaru.

F-Test

Table 7. F-Test

ANOVA					
Model	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	1857.861	2	928.930	24.666	0.000[b]
	2636.249	70	37.661		
	4494.110	72			
a. Dependent Variable: Personnel Performance (Y)					
b. Predictors: (Constant), Work Environment (X2), Leadership (X1)					

Based on the table above, the significance value for the simultaneous influence of X_1 (Leadership) and X_2 (Work Environment) on Y (Personnel Performance) is 0.000, which is less than 0.05. Additionally, the F-count value is 24.666, which is greater than the F-table value of 3.13. Therefore, it can be concluded that H_3 is accepted, indicating that there is a simultaneous and significant influence of leadership and work environment on personnel performance.

Determinant Coefficient

Table 8. Determinant Coefficient

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	0.643	0.413	0.397	6.137
a. Dependent Variable: Personnel Performance (Y)				

Based on the table above, the R Square value is 0.413, which indicates that the simultaneous influence of variables X_1 (Leadership) and X_2 (Work Environment) on variable Y (Personnel Performance) is 41.3%.

Data Quality and Hypothesis Testing Result

Based on the results of the t-test, it was found that the leadership variable (X_1) obtained a t-count value of 5.075, which is greater than the t-table value of 1.99394, with a significance value of 0.000, which is less than 0.05. This comparison indicates that H_o is rejected and H_a is accepted, meaning that leadership (X_1) has a significant influence on personnel performance (Y). Thus, it can be concluded that H_1 is accepted, confirming the presence of a significant effect of variable X_1 on Y.

Next, the results of the t-test for the work environment variable (X_2) show a t-count value of 4.233, which exceeds the t-table value of 1.99394, with a significance value of 0.000, which is less than 0.05. This indicates that H_o is rejected and H_a is accepted, meaning that the work environment (X_2) has a significant influence on personnel performance (Y). Therefore, it can be concluded that H_2 is accepted, confirming the significant effect of variable X_2 on Y.

The results of the F-test (simultaneous test) show a significance value for the joint influence of leadership (X_1) and work environment (X_2) on personnel performance (Y) of 0.000, which is less than 0.05, with an F-count value of 24.666, greater than the F-table value of 3.13. Thus, it can be concluded that H_3 is accepted, indicating that leadership and work environment simultaneously have a significant influence on personnel performance.

Finally, the results of the coefficient of determination test (R^2) show a value of 0.413, meaning that the simultaneous influence of leadership (X_1) and work environment (X_2) on personnel performance (Y) is 41.3%.

Descriptive Analysis

Leadership refers to how a leader is able to influence others — including subordinates, members, or followers — in order to achieve the objectives desired by the leader. In relation to this, based on the researcher's observations at Makorem 031/WB, leadership is categorized as fairly good, with an average score of 58%, or 511 respondents out of 876 samples, falling within the fairly good category. This indicates that while leadership practices have generally been implemented at a satisfactory level, leadership at Makorem 031/WB has not yet been able to fully influence all personnel to achieve their maximum performance potential. These findings are in line with the hypothesis stating that leadership influences personnel performance at Makorem 031/WB.

Work environment refers to all workplace facilities and infrastructure surrounding employees as they carry out their tasks, which can affect how the work is performed. In this regard, based on the researcher's observations at Makorem 031/WB, the work environment is also categorized as fairly good, with an average score of 54%, or 476 respondents out of 876 samples, falling within the fairly good category. This suggests that although the current work environment is generally adequate, it has not yet reached the level of appropriateness or expectation desired by the personnel. This result is consistent with the hypothesis stating that the work environment influences personnel performance at Makorem 031/WB.

Personnel performance is a condition that must be measured and confirmed by relevant stakeholders to determine the level of achievement attained by an institution, in connection

with the organization's stated vision and to assess the positive and negative impacts of operational policies that have been implemented.

V. CONCLUSION DAN RECOMMENDATION

Conclusion

Based on the findings of this study, the following conclusions can be drawn:

1) Leadership at Makorem 031/WB was found to fall within the fairly good category. Among the indicators assessed, decisiveness and supervision were categorized as good, while other aspects remained at a fairly good level. This indicates that leadership practices have yet to give sufficient attention to the humanistic aspect, role modeling, and fairness within Makorem 031/WB.
2) The work environment at Makorem 031/WB was also categorized as fairly good. Among the indicators, noise management was rated good, while other aspects such as color, lighting, and air quality were still considered fairly good. This suggests that the current work environment does not fully meet the expected standards and needs of the personnel.
3) The personnel performance at Makorem 031/WB was categorized as fairly good. Among the indicators, competence, planning, and problem-solving were rated good, while other dimensions remained in the fairly good category.
4) The results of the study also indicate that, simultaneously, leadership and work environment significantly influence personnel performance. This confirms that both leadership and the work environment play essential roles in determining the performance of personnel. Based on these findings, it can be stated that optimal personnel performance can only be achieved when leadership and the work environment are well-managed and aligned with the needs of the personnel.

Recommendations

The recommendations proposed based on this research are as follows:

1) Although leadership practices are generally good, further improvements are needed by placing greater emphasis on humanistic leadership approaches and role modeling, which were still rated at a fairly good level. The leadership at Makorem 031/WB is encouraged to develop a deeper understanding of the work environment experienced by personnel and foster more meaningful mentorship. In addition, the work environment should be improved by providing appropriately sized workspaces and enhancing existing facilities to better support personnel performance.
2) For future researchers interested in conducting similar studies, it is recommended to explore different topics or research variables so that the gaps identified in this study can be further developed. This will contribute to broader insights and a deeper understanding of the factors influencing personnel performance in military or non-profit organizational settings.

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