

Exploring the Impact of Work Environment, Competence, and Leadership Style on Employee Performance in Grobogan's Public Works and Spatial Planning Office

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ABSTRACT

The study sought to ascertain the possible impacts of leadership style, competency, and work environment on worker performance at the Grobogan Regency Public Works and Spatial Planning Office. Out of 173 employees, 53 were chosen for this study using an accidental sampling technique. Multiple regression and linear regression analysis, previously evaluated using classical assumptions, were the analytical techniques used. The study findings show that employee performance at the Public Works and Spatial Planning Office of Grobogan Regency is partially and simultaneously influenced by work environment, competence, and leadership style. However, the work environment, leadership, and competency represent 75.2% of the employee performance variable. However, additional factors that are not included in this study model account for 24.8% of the total.

INTRODUCTION

Schemes of systems that were once manual or done by human labour have changed due to globalisation and modernisation to become systematic and run by machines. Technology makes work faster and easier. Since advanced machines are taking over all human tasks, human resources are gradually being pushed aside. People who can survive the onslaught of today's technology are those who have specialised skills and always learn new things.

In addition to the impacts mentioned above, globalisation has significantly affected human resource management (HRM) in this modern era. HRM also poses complicated problems. These obstacles must be overcome by shifting the organisational paradigm, improving management, and placing primary emphasis on human resources. The main objective of coaching management about HR coaching is to develop high-quality human resources to maximise performance and meet business expectations.

Modernising the entire work process so that Human Resources can readily accept new technologies to assist in their work is a method to develop Human Resources. Focus can only be achieved by giving employees the resources and opportunities to improve their skills in the hope that this will increase productivity in the workplace in the future. Preffer (2002) explains in Arifin (2016) that increased individual and organizational performance improvement is thought to be influenced by successful human resource management. Although there are several internal and external elements affecting the work efficiency of individuals and organisations, HR must remain at the forefront in the implementation of coaching for all management personnel.

Hasibuan (2005) states as cited in Emil (2018) that a person's performance is the result of his hard work when he completes the obligations imposed on him according to time is skill, experience, and sincerity. Performance is the manner in which each system inside an organisation fulfils its obligations in order to realise the goals that the organisation has established (Arson et al., 2020). It is apparent from the above description that effective performance from all levels of the organisation above from subordinates to leaders, is important for the accomplishment of company objectives and success. Numerous elements, such as leadership style, competency, and work environment, affect improved individual performance.

In general, workers want to be part of a strong team with a common goal, where members support each other and collaborate to complete tasks as challenges arise. If workers have access to adequate facilities and co-workers, their output will probably rise in accordance with the objectives established by the business or organisation. On the other hand, research conducted by (Alqorrib et al., 2023) asserts that there is no correlation between the quality of the workplace and employee performance.

Competence is commonly used to characterise a person's core capability to execute a job or their basic ability to accomplish a task. It is crucial even outside of the workplace (Sriwidodo & Haryanto, 2015). An individual who has competency attributes that meet the requirements of the organisation or company and is able to join its ranks is considered worthy of employment.

However, studies carried out by (Salvano et al., 2023) asserts that competency has no bearing on employee performance to any significant extent.

Leaders can influence their followers through their leadership style, which manifests as personality traits or behaviour patterns (Oktarini, 2021). In these situations, it becomes important to try to match the perspectives of those who will influence behaviour with those whose behaviour will be impacted. Leaders often employ a style that is perceived as successful in persuading followers to act in a way that advances company goals (Emil, 2018). On the other hand, research conducted by (Fatin & Yanuar, 2025) asserts that management style has no effect on staff employee.

By observing the dynamics of organisational operations from several levels of analysis, one can achieve organisational effectiveness that results in performance, starting with communication as a process that is essential for the exchange of information for coordination, and leadership as a person who oversees the elements of an organisation, in the workplace, this can only have a major effect on employees' psychological health and influence their productivity and performance (Al - Qorni et al., 2020).

In addition to the mentioned issues that every business faces, it can be difficult for companies to understand how to run a management system to maximise worker performance. Therefore, the ability to build a productive workplace by focusing on cross-component communication is the main task of a leader, whether it is communication between subordinates and field leaders, subordinates and top leaders, or field leaders and top leaders, while developing a leadership style pattern that works for the specific needs of the business.

THEORETICAL REVIEW

Employee Performance

Performance is characterised as the outcome of aptitude manifested in actual labour. Employees complete the tasks assigned to them; the results are a representation of their work. This will serve as a basis for evaluating how well a business is achieving its goals (Roziqin, 2010). The amount and quality of work determine a person's performance they completing to fulfill their responsibilities.

The above description leads to the conclusion that performance is a general term that refers to some or all of an organization's activities over some time. Performance can be influenced by quality, frequency of work, and teamwork to achieve company goals. Another approach to describe performance is as the cumulative result of a job's or profession's indications or duties over time.

Work Environment

The workplace is defined as a space where workers can express themselves and feel comfortable, which inspires them to continue doing high-quality work while keeping them relaxed. Sedarmayanti (2001) describes the general tools and equipment utilised in the work environment, the area or region individuals work in, work procedures, as well as work norms and rules, groups and individuals, will form the work environment. Generally speaking about the workplace, the workplace is a place where workers can express themselves and feel comfortable,

which inspires them to continue doing high-quality work while feeling comfortable.

Competence

According to Mangkunegara (2011), knowledge of how to carry out duties and responsibilities is the basis of competence; skills are an effort to fulfill the obligations that the company has for these employees. A person's attitude is shown by how they carry out their responsibilities in a way that is relevant to the standards and conditions set by the company.

Hasibuan (2017) states, as quoted from Iswaroh (2021), that a fundamental component of a person's traits is competence, which shows how to act or think, adapt to circumstances, and maintain themselves from time to time. According to Zwell in Wibowo (2011), many factors, including optimism and norms, talent, experience, traits, attitudes, emotional problems, and characteristics of academic skills, can affect competence.

Leadership Style

The science of leadership thoroughly examines how to motivate, persuade, and check others to perform tasks as directed. Leadership style refers to a person's overall pattern of behaviour, both visible and invisible to subordinates.

Robbins & Judge (2016) say that the capacity to motivate teams to achieve goals is known as leadership. A person's ideology, abilities, characteristics, and attitudes that underlie their actions are reflected in their leadership style, according to H. Joseph Reitz quoted from (Sholikah, 2022) that leadership style is influenced by a number of aspects when carrying out leadership duties, including personality, work needs, an organisation's numbers and regulations, supervisor expectations and behaviour, and attributes

The influence of the work environment on employee performance

Employees who work in a healthy environment and have access to work facilities will increase their productivity. A good atmosphere can increase work effectiveness while minimizing fatigue, monotony, and boredom. A company is said to have a good work environment if its employees can do their duties as safely, pleasantly, healthily, and productively as possible.

Increased employee productivity indicates the long-term viability of this work environment, which ultimately makes it easier for management to build an effective work system as a powerful tool to achieve organizational goals (Sedarmayanti, 2001).

The findings of research that support the thesis by Arson et al. (2020), Bindu & Gumaseelan (2012), Sarboini et al. (2018), and Arfan (2021) assert that the workplace may significantly impact performance. The findings also demonstrate that performance changes may be brought about by modifications to the workplace (Y). The following theory is put out in light of the above explanation:

H1: It is suspected that the work environment has a significant effect on the performance of employees of the Grobogan Regency Public Works and Spatial Planning Office.

The effect of competence on employee performance

Hasibuan (2017) states, as quoted from Iswaroh (2021), that the fundamental basis of a person's nature is competence, which shows how to act or think, adapt to circumstances, and the nature of a person to maintain themselves over a long period. Meanwhile, according to Sedarmayanti (2011), in general, competence is understood as ability, skill. Competent means capable, proficient, or skilled.

Therefore, someone with high competence is likely to help that person perform better when doing their job. Scientific studies conducted by F Helen Sepmon et al. (2021), Wibowo et al. (2021), Sugiono & Ulfa (2021), Sabuhari et al. (2020), and Sarboini et al (2018), which states that performance is significantly influenced by competence. The following hypothesis is proposed based on this description.

H2: The performance of workers at the Grobogan Regency Public Works and Spatial Planning Office is said to be significantly impacted by competence.

Effect of Leadership Style on Employee Performance

Leadership is the process of motivating and influencing employee behavior to achieve company goals (Rivai et al, 2017). The attitude that a leader uses to influence the performance of his subordinates is known as the leadership style. Subordinates will be more enthusiastic and diligent in completing the assigned tasks if their leaders often provide inspiration and encouragement. This idea aligns with the results of research carried out by Iqbal et al. (2015), Al Vizha (2020), and Tamimi & Sopiah (2022). It asserts that a leader's style may significantly and favourably affect employee performance. The following theory is put out in light of this description.

H3: It is suspected that leadership style has a significant effect on the performance of employees of the Grobogan Regency Public Works and Spatial Planning Office

For the study that follows, a conceptual framework may be developed using the theoretical underpinnings and earlier studies.

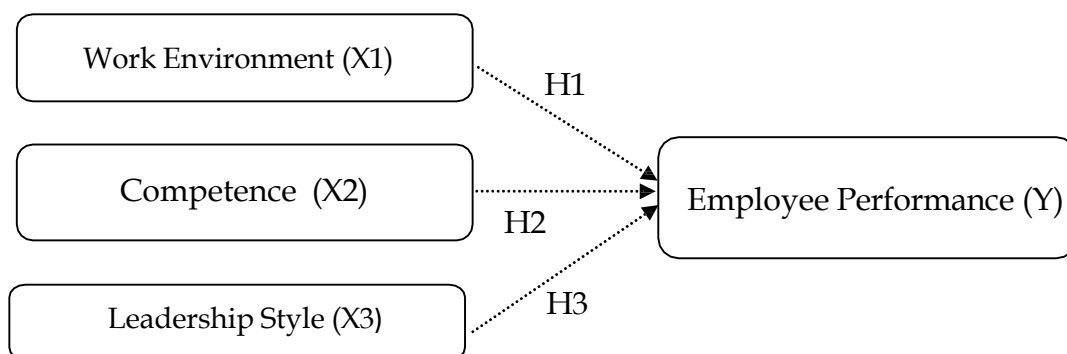


Figure 1. Conceptual Framework

METHODOLOGY

As part of its approach, this study makes use of quantitative techniques to conduct descriptive research. Primary and secondary sources of information were also utilized in this investigation. The 173 workers of the Grobogan Regency Public Works and Spatial Planning Agency were all included in the study.

According to Arikunto (2018), it is recommended to take all topics if the number of subjects is less than 100; if the number of subjects is more than 100, it can be taken, 10-15%, 20-25%, or more. 53 respondents were selected for this study from the entire population (>25%). Sampling technique with the incidental sampling technique. This study uses a questionnaire to collect data, which will be filled out by respondents and which also serves as a representation of their ideas.

SPSS Version 21 software was used for data processing in this study. Instrument testing, which includes validity and reliability tests, is followed by traditional assumption testing, which includes multicollinearity, heteroscedasticity, and normality tests. Following that, multiple linear regression analysis and statistical tests will be tests, such as the F-test, t-test, and coefficient of determination test.

RESULTS

Validity and Reliability Test Results

Validity describes how well the measuring instrument functions by its purpose of carrying out its measurements (Sekaran, 2003), quoted from (Sultoni, 2021). The validity test is performed by comparing the total score with the outcomes of each statement item on each variable.

Table 1. X1 Validity Test Results

Statement Item	r count	r table	Description
1	0.755	0.266	Valid
2	0.704	0.266	Valid
3	0.711	0.266	Valid
4	0.806	0.266	Valid
5	0.813	0.266	Valid
6	0.803	0.266	Valid
7	0.807	0.266	Valid
8	0.769	0.266	Valid

Source: Data processed, 2025

Table 2. X2 Validity Test Results

Statement Item	r count	r table	Description
1	0.907	0.266	Valid
2	0.904	0.266	Valid
3	0.903	0.266	Valid
4	0.783	0.266	Valid

Source: Data processed, 2025

Table 3. X3 Validity Test Results

Statement Item	r count	r table	Description
1	0.765	0.266	Valid
2	0.780	0.266	Valid
3	0.845	0.266	Valid
4	0.673	0.266	Valid
5	0.695	0.266	Valid
6	0.755	0.266	Valid
7	0.855	0.266	Valid

Source: Data processed, 2025

Table 4. Y Validity Test Results

Statement Item	r count	r table	Description
1	0.793	0.266	Valid
2	0.826	0.266	Valid
3	0.838	0.266	Valid
4	0.877	0.266	Valid
5	0.898	0.266	Valid
6	0.877	0.266	Valid
7	0.726	0.266	Valid
8	0.772	0.266	Valid
9	0.742	0.266	Valid

Statement Item	r count	r table	Description
10	0.868	0.266	Valid

Source: Data processed, 2025

Assume that every calculated r-value exceeds the r-values in the R table. In that case, all of the statement items in the variable are deemed legitimate according to the table created using SPSS software.

Reliability Test

The consistency of measuring tools, typically questionnaires, is assessed through reliability testing (Priyatno, 2008). Cronbach's Alpha is the basis for this study's reliability test. The results of computations using SPSS software were as follows:

Table 5. Reliability Test Results

Variables	Chronbach's Alpha	Minimum Criteria	Description
Work Environment	0.901	0.60	Reliable
Competence	0.901	0.60	Reliable
Leadership Style	0.884	0.60	Reliable
Employee Performance	0.942	0.60	Reliable

Source: Data processed, 2025.

Classical Assumption Test Normality Test

To determine if the regression process's residuals are genuine, the normality test is utilized, have a normal distribution or do not deviate. Calculations using SPSS software produced the following findings:

Employee Performance (Y)

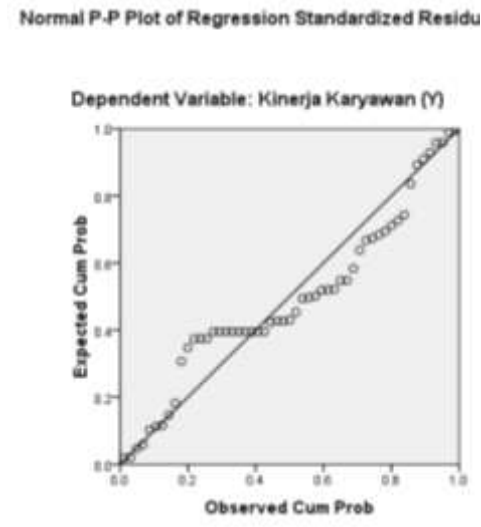


Figure 2. Normality Test

As the graph output indicates, the plot points on the "Normal P P Plot Regression Standardized Residual" image continue to approach and remain on the diagonal line. A statement suggests that the residual value from this study's basic linear regression analysis may be used as a basis or guideline for making decisions on the normality test of the probability plot technique.

Multicollinearity Test

The multicollinearity test in the multivariate linear regression model is used to determine if the independent variables have a significant relationship with one another. The following findings were obtained from calculations made with SPSS software:

Table 6. Multicollinearity Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.183	3.643		0.325	0.747		
	Work Environment (X1)	0.281	0.094	0.252	2.999	0.004	0.676	1.480
	Competence (X2)	1.068	0.185	0.485	5.787	0.000	0.679	1.473

Leadership Style (X3)	0.480	0.130	0.324	3.695	0.001	0.622	1.609
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Source: Data processed, 2025.

The regression model shows no evidence of multicollinearity, as shown in the table; this clarifies why the independent variables' tolerance value is greater than 0.10 and the VIF value stays below 10.00.

Heteroscedasticity Test

Following SPSS data processing for Spearman Rank, the following values were acquired:

Table 7. Heteroscedasticity Table

			X1	X2	X3	Y
Spearman's rho	(X1)	Correlation Coefficient	1.000	0.478**	0.637**	0.706**
		Sig. (2-tailed)	.	0.000	0.000	0.000
		N	53	53	53	53
	(X2)	Correlation Coefficient	0.478**	1.000	0.519**	0.728**
		Sig. (2-tailed)	0.000	.	0.000	0.000
		N	53	53	53	53
	(X3)	Correlation Coefficient	0.637**	0.519**	1.000	0.710**
		Sig. (2-tailed)	0.000	0.000	.	0.000
		N	53	53	53	53
(Y)	Correlation Coefficient	0.706**	0.728**	0.710**	1.000	
	Sig. (2-tailed)	0.000	0.000	0.000	.	
	N	53	53	53	53	
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: Data processed, 2025

1. Seeing the closeness of the relationship between the independent variable and the fixed variable.

Based on the output above, the correlation coefficient numbers for each variable are 0.706, 0.728, and 0.710**. This indicates the existence of a significant bond between work environment factors, competence, leadership style, and employee performance, with a correlation coefficient value of 0.51 - 0.75. The asterisk (**) indicates that the association is significant at a significance level of 0.01.

2. Examine the type and direction of the relationship between the dependent variable and the independent variable
 The findings show that the four variables have a unidirectional link (kind of unidirectional association) with positive correlation values of 0.706, 0.728, and 0.710. Therefore, it follows that enhancing their work environment, level of expertise, and leadership style will enhance their output.
3. Seeing the significance of the association between variables
 The significance value, or Sig. (2-tailed), It is 0.00 based on the output above. Because the two-tailed result of 0.00 is less than 0.05 or 0.01 indicates that the link between variables x and y is significant.

Multiple Linear Regression Analysis

Table 8. Multiple Linear Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.183	3.643		0.325	0.747
	Work Environment (X1)	0.281	0.094	0.252	2.999	0.004
	Competence (X2)	1.068	0.185	0.485	5.787	0.000
	Leadership Style (X3)	0.480	0.130	0.324	3.695	0.001

Source: Data processed, 2025

The following form shows the results (output) of the SPSS program's regression analysis of the independent variable on the dependent variable, as shown in Table 8:

$$Y = 1.183 + 0.281 X1 + 1.068 X2 + 0.480 X3$$

- a. The average value of employee performance is represented by the constant 1.183 if the variables of work environment, competency, and leadership style are all zero.
- b. If variable X1 (Work Environment)'s regression coefficient is increased by one unit, employee performance Y will increase by 0.281.
- c. The Y value, or employee performance, can increase by 1.068 by raising the regression coefficient of the X2 (competence) variable by one unit.
- d. Increasing one unit on the regression coefficient of variable X3 (Leadership Style) will result in an increase of 0.480 in the value of Y (Employee Performance).

Statistical Test F-test

The following are the outcomes of the F-count calculation performed with SPSS software:

Table 9. F-count Table

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	770.016	3	256.672	53.561	0.000 ^a
	Residuals	234.815	49	4.792		
	Total	1004.830	52			

Source: Data processed, 2025.

Table 9's test results demonstrate why Ha was accepted and Ho was rejected, since the F table value of 2.80 is less than the computed F value of 53.561 and the Sig. Value of $0.000 < 0.05$.

Furthermore, Table 9 demonstrates that the Sig. The F test value is 0.000. These findings indicate that leadership style (X3), competency (X2), and work environment (X1) all have an effect on employee performance (Y) at the same time and are significant since $\text{Sig. } 0,000 < 0,05$.

Determination Coefficient Test

The following table displays the study's coefficient of determination:

Table 10. Coefficient of Determination Test Results Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.875 ^a	0.766	0.752	2.189

Source: Data processed, 2025

The Adjusted R Square, as displayed in the above table, is 0.752, or 75.2%. According to this statistic, the independent variable has a 75.2% impact on the dependent variable, with factors beyond the scope of this study influencing the remaining 24.8%.

T Test (Hypothesis Test)

The following results were obtained after the t values were calculated using SPSS software:

Table 11. T-test (calculated)

Model	Unstandardised Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.183	3.643		0.325	0.747
Work Environment (X1)	0.281	0.094	0.252	2.999	0.004
Competence (X2)	1.068	0.185	0.485	5.787	0.000
Leadership Style (X3)	0.480	0.130	0.324	3.695	0.001

Source: Data processed, 2025.

The findings shown in the above table allow for the following conclusion to be drawn:

- a. Hypothesis testing of the effect of Work Environment on employee performance. According to the SPSS computation, the Work Environment variable's t count is $2.999 > t$ table 1.674, rejecting H_0 and accepting H_a . The Work Environment variable's sig. value is $0.004 < 0.05$, indicating that the Work Environment significantly affects employee performance.
- b. Testing hypotheses on how competence affects worker performance. According to the SPSS computation, the competency variable's t count is $5.787 > t$ table 1.674, which means that H_0 is rejected and H_a is accepted. The Work Environment variable's sig. value is $0.000 < 0.05$, indicating that employee performance is significantly impacted by competence.
- c. Testing hypotheses regarding how leadership style affects worker performance. According to the SPSS computation, the competency variable's t count is $3.695 > t$ table 1.674, rejecting H_0 and accepting H_a .

DISCUSSION

Based on research on how competence, leadership style, and workplace affect worker performance, it is clear that:

Effect of Work Environment on Employee Performance

Using the t count $> t$ table ($2.999 > 1.674$) and significant value ($0.004 < 0.05$), it is by the results of testing hypothesis 1. Consequently, hypothesis 1 is validated, demonstrating the presence of a significant partial correlation between work environment and employee performance.

There is congruence between this study and studies done by Tanjung et al. (2021), Arson et al. (2020), Fithri et al. (2019), Athirah Saidi et al. (2019), and Santoso

et al. (2016). These researchers' findings indicate that the workplace can have a noteworthy and beneficial influence, meaning that when workers feel comfortable in their workplace, their performance will be at its highest point and in line with business goals.

Effect of Competence on Employee Performance

According to the findings of the following hypothesis 2 test, because t count $> t$ table and $5.787 > 1.674$ have significant values ($0.000 < 0.05$), although H_a is approved, H_o is refused. These results reinforce the research conducted by Oktarini (2021) and Abi et al. (2018). It asserts that competence may significantly and favourably affect worker performance. Thus, it can be said that if the competence of an employee increases, their performance will also increase.

Effect of Leadership Style on Employee Performance

According to the third hypothesis, leadership style and employee performance are significantly correlated, is validated by the testing findings, which showed a significant value ($0.001 < 0.05$) and t count $> t$ table ($3.695 > 1.674$). These findings align with those of the study carried out by Sholikhah (2022), Al Vizha (2020), Iqbal et al. (2015), and Tamimi & Sopiah (2022). Performance will increase more when leaders provide greater or better leadership value to the organisation.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Since the results have been summarized as follows, the research may be concluded following data analysis:

1. Employee performance at the District Office is positively and significantly impacted by work environment.
2. Competence positively and significantly impacts staff performance in Public Works and Spatial Planning Office of Grobogan Regency.
3. The Grobogan Regency Public Works and Spatial Planning Office's leadership style significantly and positively affects employee performance.
4. Competency is the primary factor influencing employee success at the Grobogan Regency Public Works and Spatial Planning Office.

Recommendations

The following suggestions for further research are made in light of this study's results:

1. Extend the study's scope to include additional government agencies or regional offices outside of the Grobogan Regency. This will provide for more generalizable findings and comparative insights into how employees perform in other areas.
2. To obtain a more complete picture, future studies should look at other elements that might influence employee performance, including motivation, work satisfaction, organizational culture, and technology adaptability.
3. Utilizing a mixed-method approach, future research might get a greater understanding of the elements influencing performance, such as

competency and leadership style, by combining quantitative and qualitative methodologies.

4. A study that follows an individual over time to see how factors like work environment, competency, and leadership impact performance.

FURTHER STUDY

1. Other independent factors should be included, as this research only covers a few factors that have been extensively studied and are still considered when evaluating employee performance.
2. Overall, the working environment, competence, and leadership style are good. However, they need to be further improved to increase staff productivity at the Grobogan District Public Works and Spatial Planning Office.
3. Future researchers are expected to improve the shortcomings or weaknesses in this study's results, specifically by carrying out more research on how factors other than the independent variables included in this study affect employee performance

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