



The effect of training, leadership effectiveness and work environment on employee performance in the Procurement of Goods and Services Section of the Regional Secretariat of North Konawe Regency

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Abstract

This study examines the influence of training, leadership effectiveness, and work environment on employee performance in the Goods and Services Procurement Section of the Regional Secretariat of North Konawe Regency. The method used is a quantitative approach with multiple linear regression. The population of this study includes all 31 employees of the Procurement Section, who also served as the sample for this research. Data was collected through a questionnaire using a Likert scale, then analyzed with statistical tests.

The results show that training, leadership effectiveness, and the work environment collectively have a positive and significant impact on employee performance. Individually, each variable was also proven to positively and significantly affect performance. This study emphasizes that improving the quality of training provided, leadership effectiveness, and a comfortable work environment play a significant role in enhancing employee performance. These findings can serve as a reference for government agencies in formulating more effective employee development strategies.

Keywords: leadership effectiveness; employee performance; work environment; training

Introduction

Human resources are a crucial asset in achieving organizational goals and effectiveness. An organization's success largely depends on the quality of employee performance, which is influenced by training, leadership effectiveness, and a conducive work environment. In the context of the Goods and Services Procurement Section of the Regional Secretariat of North Konawe Regency, performance improvement is essential to support more effective and efficient public services. However, various factors influence the quality of employee performance. A lack of training can limit technical skill development, preventing employees from meeting established professional standards. Additionally, poor leadership effectiveness can reduce employee motivation and innovation. An uncomfortable or unsupportive work environment may also lead to low productivity.

In improving employee performance, training becomes an indispensable aspect. Well-designed training enables employees to develop new skills or refine existing ones according to their job needs. Furthermore, training provides employees with opportunities to update their understanding of regulatory and policy changes, which is crucial in maintaining professionalism.(Adzansyah et al., 2023). Therefore, training directly impacts the improvement of efficiency, quality, and productivity of employee performance in carrying out their tasks.

Leadership effectiveness is another factor that determines organizational performance. Effective leadership can inspire and motivate employees to work to their fullest potential. (Ahmadi & Sulistyono, 2019). Leaders who communicate clearly, provide proper guidance, and offer constructive feedback will cultivate a positive work culture. This encourages employees to innovate and contribute fully to achieving organizational goals. A lack of leadership effectiveness can lead to employee demotivation and dissatisfaction, ultimately negatively impacting performance..

The work environment is also a critical factor. A safe, comfortable, and supportive environment will foster a productive work atmosphere. Adequate lighting, suitable temperatures, and harmonious working relationships between colleagues can boost employee motivation and morale.(Apridani et al., 2021). Conversely, a noisy, unsafe, and poorly organized environment can lead to stress, fatigue, and dissatisfaction, affecting productivity. Therefore, efforts to improve the work environment should be made to create optimal conditions for employees.

Previous research has shown that training is closely related to improvements in technical skills and job quality. (Amrin & Darwis, 2022) Training can improve mastery of specific job skills and techniques, helping employees develop their potential. On the other hand, (Krisbiyanto, 2019a) ... it is stated that leadership effectiveness impacts the behavior and performance outcomes of subordinates. They assert that leadership effectiveness depends on how subordinates perceive it. A comfortable and safe work environment has also been proven to enhance employee performance.(Fachrezi & Khair, 2020) They explain that temperature, noise, lighting, and air quality are crucial factors determining employee comfort levels. Empirical evidence shows that a

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well-organized and conducive work environment encourages employees to focus and produce better work outcomes.

Based on this background, the problem statement of this research is to determine how training, leadership effectiveness, and the work environment influence employee performance in the Goods and Services Procurement Section of the Regional Secretariat of North Konawe Regency. Specifically, this study aims to answer the following questions: 1. Do training, leadership effectiveness, and the work environment collectively impact employee performance? 2. What is the impact of each variable on employee performance?

This study aims to analyze in-depth the impact of training, leadership effectiveness, and the work environment on employee performance in the Goods and Services Procurement Section of the Regional Secretariat of North Konawe Regency. By understanding the influence of these three variables, this research is expected to guide government agencies in formulating more effective employee development strategies. Additionally, the findings of this study are intended to help leaders improve training programs, enhance leadership effectiveness, and create a conducive work environment, enabling sustainable improvement of employee performance.

Contribution or Novelty: This research provides a significant contribution by offering a fresh perspective on the relationship between training, leadership effectiveness, and the work environment on employee performance in the local government sector. By simultaneously examining these three factors, this study presents a holistic approach that has not been widely explored in the local context. The findings of this research are expected to fill gaps in the literature regarding strategies for improving public sector employee performance at the regional level and provide practical insights for relevant agencies in their efforts to enhance productivity and service quality.

Literature Review

Training is one of the key concepts in this research. (Parta & Mahayasa, 2021) Training aims to improve employees' mastery of technical and moral skills through education and learning. Training helps employees better prepare for performing their current tasks.(Alfina & Caesarina, 2022) Training also helps organizations prevent employees' inability to meet expected standards. In the context of this study, appropriate training can improve employee performance, especially when designed to match the organization's specific needs.

Leadership effectiveness is another important concept that is a focus of this research. (Rini, 2021) shows that leadership effectiveness should be a desired characteristic in every organization. Effective leadership can inspire and motivate employees to work harder and achieve higher targets. Deluga's research on.(Sari, 2021) ... also shows that extra effort from subordinates has a positive and significant correlation with leadership effectiveness.

The work environment, as the third concept, has been recognized as important in numerous previous studies. (Nathalia et al., 2021). States that the work environment consists of the physical and non-physical conditions in the workplace that create a safe, comfortable, and pleasant atmosphere. (Ariani et al., 2020) ... emphasizes that a positive work environment can enhance employee motivation and productivity. highlights that temperature, noise, lighting, and air quality in the workplace are key factors that affect employee comfort and concentration levels.

Previous studies have emphasized the importance of these three concepts in enhancing employee performance. Apridani et al. (2021) found that a comfortable and safe work environment positively affects employee performance. Astuti (2020) also reported similar results regarding the influence of the work environment on productivity. Meanwhile, Agustin (2020) underscored the importance of effective leadership in creating a work culture that supports organizational growth.

However, not all previous studies agree on the influence of each variable on performance. For instance, (Hardianto & Baharuddin, 2019) found that leadership effectiveness did not significantly impact employee performance, while (Adiyasa & Windayanti, 2019) research indicated that the work environment had no significant effect on performance. These differences suggest the presence of moderating or contextual variables that require further investigation.

Training and Employee Performance

(Aguinis & Kraiger, 2009), in "Benefits of Training and Development for Individuals and Teams, Organizations, and Society," explain that training has direct benefits for individuals, groups, and organizations. By developing technical skills and abilities, training can enhance job quality and organizational effectiveness.

(Sitzmann, 2011), in a meta-analysis, found that simulation-based training methods are more effective at improving employee skills compared to lecture-based training. This highlights the importance of using innovative and relevant training methods to improve performance.

Leadership Effectiveness and Employee Performance

(Yukl, 2012), in his book "Leadership in Organizations," discusses various effective leadership approaches. Transformational leadership, for instance, inspires employees to exceed expectations by providing clear vision and motivational support.

(Avolio et al., 2009) identify that both transformational and transactional leadership are crucial in creating an organizational culture that supports goal achievement. These styles positively correlate with employee performance, particularly when leaders can adjust their approach to team context.

Work Environment and Employee Performance:

(Kahya, 2007), in "The Effects of Job Characteristics and Working Conditions on Job Performance," states that job characteristics and working conditions, including lighting,

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temperature, and noise, significantly affect employee performance. Employees tend to work more productively in environments that provide physical and psychological support.

(Dul & Ceylan, 2014) emphasize the importance of a creative work environment in "The Impact of a Creativity-Supporting Work Environment on a Firm's Product Innovation Performance." They suggest that a work environment conducive to creativity can enhance organizational innovation and performance.

Overall, the main concepts used in this research have received support from various previous studies. The influence of training, leadership effectiveness, and the work environment on employee performance is a relevant focus to examine, particularly in local government settings that have their own dynamics and challenges. This research provides valuable insights into understanding the relationship between these variables and how they can be integrated into strategies for improving employee performance.

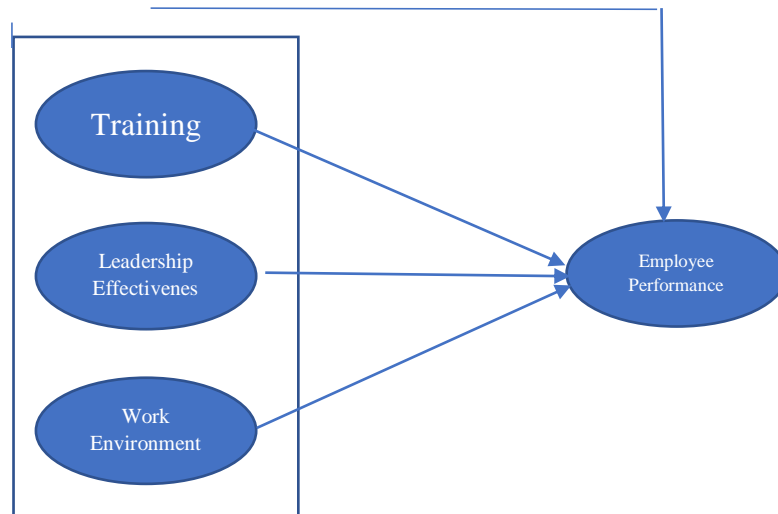


Figure: Conceptual Framework

Research Method

This research is based on the positivist paradigm, which focuses on empirical observation and investigation through hypothesis testing. Using a quantitative approach, this study combines descriptive methods and a causal approach to understand the cause-and-effect relationship between training, leadership effectiveness, and work environment on employee performance. This causal method aims to find the relationship, impact, and effect of various factors on the variable being studied. This research design is categorized as applied research, with the aim of obtaining comprehensive answers to the problems identified.

Data collection was carried out using a survey method through a Likert scale-based questionnaire, which was only conducted once to describe the respondent's condition at a certain time. The research location was the Goods and Services Procurement Section of the Regional Secretariat of North Konawe Regency, which was chosen due to the heterogeneity of its employees in terms of education, tenure, training, and leadership effectiveness. The total number of employees was 31 people, who also became the research sample using the census method. With a sample size equal to the population size, this survey will provide representative results.

Data analysis was conducted using descriptive and inferential statistical techniques. Descriptive statistics were used to describe the demographic characteristics of the sample, while multiple linear regression tests were applied to evaluate the relationship between the independent and dependent variables. This analysis aims to ascertain the influence of training, leadership effectiveness, and work environment on employee performance. With this approach, researchers can explain the influence of the three variables simultaneously and partially, according to the theoretical framework that has been prepared.

Results and Discussion

Simultaneous Regression Model Testing Results

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	18408.291	3	6136.097	322.912	.000 ^b
Residual	513.064	27	19.002		
Total	18921.355	30			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Source: Primary Data Processed in 2024

Partial Regression Model Testing Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.061	3.576		.297	.769
	X1	.606	.225	.310	2.688	.012
	X2	.699	.215	.380	3.246	.003
	X3	.717	.144	.331	4.986	.000

a. Dependent Variable: Y

Source: Primary Data Processed in 2024

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1. The significance of the effect of training variables on employee performance obtained a significance value of 0.012 which means it is smaller than the value $\alpha=0.05$. Therefore, training partially has a significant effect on employee performance. On this basis, the training variable can be included as one of the estimating variables for employee performance in the Goods and Services Procurement Section of the Regional Secretariat of North Konawe Regency.
2. The significance of the influence of leadership effectiveness variables on employee performance obtained a significance value of 0.003 which means it is smaller than the value $\alpha=0.05$. Therefore, leadership effectiveness partially has a significant effect on employee performance. On this basis, the leadership effectiveness variable can be included as one of the estimating variables for employee performance in the Goods and Services Procurement Section of the Regional Secretariat of North Konawe Regency.
3. The significance of the effect of work environment variables on employee performance obtained a significance value of 0.000 which means it is smaller than the value $\alpha=0.05$. Therefore, the work environment partially has a significant effect on employee performance. On this basis, the work environment variable can be included as one of the estimating variables for employee performance in the Goods and Services Procurement Section of the Regional Secretariat of North Konawe Regency.

On this basis, the regression model produced as an explanatory model of the effect of training, leadership effectiveness and work environment on employee performance in the Goods and Services Procurement Section of the Regional Secretariat of North Konawe Regency can be stated as follows:

$$Y = 0,606 X_1 + 0,699 X_2 + 0,717 X_3$$

Description:	Y	= Employee Performance	W_0	= 1,061
	X_1	= Training	W_1	= 0,606
	X_2	= Leadership Effectiveness	W_2	= 0,699
	X_3	= Work Environment	W_3	= 0,717

Correlation and Determination Coefficient Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.986 ^a	.973	.970	4.35917

a. Predictors: (Constant), X3, X1, X2

Source: Primary Data Processed in 2024

The results of the correlation and determination coefficients are interpreted as follows:

1. The R^2 (R-Square) value of 0.973 indicates that the magnitude of the direct influence of training variables, leadership effectiveness and work environment on employee performance in the Goods and Services Procurement Section of the Regional Secretariat of North Konawe Regency is 97.3% so that the influence of other variables not explained in the model is 2.7%.
2. The R value (correlation coefficient number) of 0.986 indicates that the closeness of the direct relationship between the training variables, leadership effectiveness and the work environment on employee organizational performance is 0.986. This relationship is statistically classified as very strong, as stated by (Sugiyono, 2013) that the relationship is classified as very strong at 0.80-1.000. Therefore, the resulting regression model can be said to be a “Fit” model or can be a good estimator model in explaining the effect of training, leadership effectiveness and work environment on employee performance in the Goods and Services Procurement Section of the Regional Secretariat of North Konawe Regency.

Hypothesis Testing Results

The first hypothesis proposed in this study is: Training, leadership effectiveness and work environment have a positive and significant effect on employee performance in the Goods and Services Procurement Section of the Regional Secretariat of North Konawe Regency. To prove this hypothesis using simultaneous regression testing using a significance value of 0.000 which means that it is smaller than the value of $\alpha=0.05$. Therefore, overall or jointly the training variables, leadership effectiveness and work environment have a positive and significant effect on employee performance in the Goods and Services Procurement Section of the Regional Secretariat of North Konawe Regency. On this basis, the first hypothesis proposed earlier can be accepted because it is proven to be true.

Analysis of the research results shows that training, leadership effectiveness, and work environment simultaneously have a positive and significant influence on employee performance in the Goods and Services Procurement Section of the Regional Secretariat of North Konawe Regency. This shows that improving quality in these three aspects will have an impact on improving employee performance. Quality training provides employees with relevant new skills, while effective leadership creates a work environment that supports employee growth.

Training is proven to improve mastery of work skills and techniques. This finding is consistent with research (Apriliana & Nawangsari, 2021), which states that training can improve technical and theoretical competencies, so that employees are better prepared to carry out current work. Thus, the Goods and Services Procurement Section can be more effective in meeting organizational targets.

Leadership effectiveness has a significant influence on employee performance. This is in accordance with research (Rini, 2021), which states that effective leadership is an important characteristic for every organization. Leadership that is able to inspire, provide direction, and constructive feedback can increase employee motivation, so they are willing to give extra effort.

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The work environment also plays an important role in improving employee performance. This finding is in line with (Astuti, 2020), which states that a conducive work environment can provide a sense of security, comfort, and home for employees. A supportive environment encourages employees to work focused and productive.

The difference between this result and previous research lies in the local context of this study which focuses on employees in the local government sector, which may have different internal and external dynamics from other sectors. Therefore, this study provides new insights into how the three variables are affected in this sector.

This study strengthens the existing literature by showing that training, leadership effectiveness and work environment have a significant effect on employee performance. With these results, management can design more effective strategies in improving organizational performance.

The second hypothesis proposed in this study is: training has a positive and significant effect on employee performance in the Procurement of Goods and Services Section of the Regional Secretariat of North Konawe Regency. To prove this hypothesis using partial regression testing using a significance value of 0.012 which means it is smaller than the value $\alpha=0.05$. Therefore, partially the training variable has a positive and significant effect on employee performance in the Procurement of Goods and Services Section of the Regional Secretariat of North Konawe Regency. On this basis, the second hypothesis proposed earlier can be accepted because it is proven to be true.

Based on data analysis, the regression coefficient value shows that training has a positive and significant effect on employee performance in the Goods and Services Procurement Section of the Regional Secretariat of North Konawe Regency. This indicates that training can directly improve employee performance. The organizational impact generated by training is a top priority in its implementation, as reflected in positive changes in performance, increased contribution to organizational goals, and achievement of organizational targets.

The results of this study are also reinforced by the characteristics of respondents, most of whom are at a productive age. According to (Widyaningrum & Widiana, 2020), there is a relationship between age and productivity; older age is often accompanied by a decrease in performance. However, employees who are at a productive age are able to support the organization's operations optimally by showing high performance.

This research is in line with the findings of (Apriliana & Nawangsari, 2021), which state that training is designed to improve specific work skills and techniques. Thus, employees become better prepared to carry out their current duties. This opinion is supported by (Astuti, 2020), who asserts that training helps organizations prevent employee competency deficiencies, especially related to discipline and relevant skills.

The findings of this study are also consistent with the research of (Adzansyah et al., 2023; Amrin & Darwis, 2022; Apriliana & Nawangsari, 2021), which concluded that training has a positive and significant effect on employee performance. However, this is contrary to research (Fahrozi et al., 2022; Handayani, 2019), which found that training is not significant to performance.

These findings prove that training has a significant influence on employee performance. Therefore, improving employee training needs to be done by prioritizing organizational impact. Employees who have attended job training can see positive changes in performance and contribute more to organizational goals.

Effective training enables employees to acquire updated skills and knowledge, thereby increasing efficiency and productivity. In addition, training also increases employee motivation and loyalty by providing career growth opportunities. When employees feel supported by the organization through proper training, they become more creative and innovative, resulting in increased contribution to organizational goals.

The third hypothesis proposed in this study is: leadership effectiveness has a positive and significant effect on employee performance in the Goods and Services Procurement Section of the Regional Secretariat of North Konawe Regency. To prove this hypothesis using partial regression testing using a significance value of 0.003 which means it is smaller than the value of $\alpha=0.05$. Therefore, partially the leadership effectiveness variable has a positive and significant effect on employee performance in the Procurement of Goods and Services Section of the Regional Secretariat of North Konawe Regency. On this basis, the third hypothesis proposed earlier can be accepted because it is proven to be true.

Results and Discussion

Effect of Leadership Effectiveness on Employee Performance

Based on the results of data analysis, the regression coefficient shows that leadership effectiveness has a positive and significant effect on employee performance in the Goods and Services Procurement Section of the Regional Secretariat of North Konawe Regency. This indicates that effective leadership is able to improve employee performance. Respondents stated that the application of aspects of leadership emergence, perceived leadership effectiveness, leadership self-efficacy, and group performance had gone well. The group performance indicator has the highest average value, indicating that leadership is oriented towards the contribution of the team as a whole.

Empirical facts show that the majority of employees with formal education levels of bachelors and masters are able to understand leadership policies and organizational responsibilities. Adequate education supports the effectiveness of leaders in improving

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performance. This is in line with Miles and Petty's theory in Weaver (2015), which asserts that subordinates' perceptions of leaders have a significant impact on organizational outcomes. Extra effort from subordinates correlates with leader effectiveness.

This finding is also supported by (Krisbiyanto, 2019b), which shows that perceptions of leader effectiveness are closely related to variables such as leadership empowerment, transformational behavior, and strong vision communication. Leaders who can model positive behavior are able to create a “buffer” for subordinates from negative consequences, resulting in a more conducive work environment.

The results of this study are consistent with the findings of (Abbas, 2023; Abdullah et al., 2023; Alfadhalah & Elamir, 2021), which found that leadership effectiveness has a positive and significant effect on performance. However, this finding is different from research (Anning-Dorson, 2021), which states that leadership effectiveness is not significant to employee performance.

Based on theoretical discussion and empirical facts, leadership effectiveness is proven to have a significant effect on employee performance. Improving group performance should be the main focus if the Goods and Services Procurement Section of the Regional Secretariat of North Konawe Regency wants to improve leadership effectiveness. Employees who see leaders as the cause of organizational success tend to be encouraged to give their best.

Good communication between leaders and employees opens up effective feedback channels. Confidence in the leader's policies can also increase employee productivity and innovation. Employees become more motivated to develop new solutions and support the organization's vision under strong leadership.

The fourth hypothesis proposed in this study is: work environment has a positive and significant effect on employee performance in the Procurement of Goods and Services Section of the Regional Secretariat of North Konawe Regency. To prove this hypothesis using partial regression testing using a significance value of 0.000 which means it is smaller than the value of $\alpha=0.05$. Therefore, partially the work environment variable has a positive and significant effect on employee performance in the Goods and Services Procurement Section of the Regional Secretariat of North Konawe Regency. On this basis, the fourth hypothesis proposed earlier can be accepted because it is proven to be true.

Based on the results of data analysis, the regression coefficient value shows that the work environment has a positive and significant effect on employee performance in the Goods and Services Procurement Section of the Regional Secretariat of North Konawe Regency. This indicates that improving the quality of the work environment can directly improve employee performance. Empirical results show that aspects of air temperature, noise, lighting, and air circulation in the workplace have been implemented properly. The lighting indicator has the

highest average value, indicating that adequate lighting supports work activities and comfort, so that employees can work more effectively.

Empirical facts also show that most employees have worked for more than five years. With long enough experience, employees are able to understand their duties and responsibilities, and adjust to the conditions of the work environment. (Fachrezi & Khair, 2020) stated that employees with longer tenure tend to be more productive and professional than those with less work experience. These results are consistent with the views of (Ahmad et al., 2019; Nathalia et al., 2021), which state that a pleasant, safe, and conducive work environment can increase employee morale. Conversely, a less comfortable work environment can cause employees to get bored, lazy, and not feel at home, so their performance decreases. This view is reinforced by (Anija, 2022), who emphasizes that temperature, noise, lighting, and air quality are very important to maintain productivity.

This study also supports the findings of (Ahmad et al., 2019; Astuti, 2020; Harefa, 2020; Hutagalung, 2022), which found that the work environment has a positive and significant effect on performance. However, this result is different from research (Hustia, 2020), which states that the work environment has no significant effect on employee performance.

Based on this discussion, adequate lighting has proven to be an important aspect of a conducive work environment. Good lighting can reduce eyestrain, improve concentration, and help employees complete work quickly and accurately. In addition, proper lighting also improves employees' mood and well-being, thus boosting their morale and motivation. Overall, good lighting supports employee health, safety and productivity. As such, investing in adequate lighting and proper workspace light design can provide great benefits to employee performance and overall productivity.

Conclusion

This study comprehensively analyzes the effect of training, leadership effectiveness, and work environment on employee performance in the Goods and Services Procurement Section of the Regional Secretariat of North Konawe Regency. Based on the results of data analysis, it was found that these three factors have a positive and significant effect on employee performance. In particular, effective training helps improve employees' technical skills and understanding of their work, thereby contributing to the achievement of organizational goals. Leadership effectiveness creates a work culture that supports employee growth, communication and collaboration in achieving organizational targets. Meanwhile, a conducive work environment, especially the lighting aspect, supports employees' health, motivation and productivity.

The implication of these findings is that organizations should focus on developing continuous training programs, strengthening effective leadership, and improving a comfortable working environment. Training should be designed with employees' specific needs and

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organizational goals in mind. Effective leadership needs to ensure that every employee feels motivated, supported and has the opportunity to grow. In addition, investment in adequate work environment infrastructure and facilities, especially lighting, can have a significant impact on employee performance and well-being.

Suggestions for future research are to further explore the interaction between these variables and employee performance, and to add other variables such as motivation and work commitment to provide a more holistic picture. The implementation of development strategies that are tailored to the characteristics of the organization and employees can help create a more productive and adaptive environment to change.

Declaration of conflicting interest

The author hereby declares that there is no conflict of interest concerning the research, writing, or publication of this paper. All information and research findings are presented objectively and are not influenced by any affiliation or personal interest of the author.

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