

The Role of Education and Training, Work Environment and Leadership on Employee Performance

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Abstract:- This study aims to determine and analyze the effect of education and training, work environment, leadership on improving employee performance at the PUPRPKP Office of Takalar Regency.. Sampling in this study were 104 employees at the PUPRPKP Service. Data was obtained from the questionnaire instrument which was distributed and processed using Partial Least Square (PLS) software. This study found that education and training had no significant effect on employee performance, work environment and leadership had a positive and significant effect on employee performance. It is hoped that the organization pays attention to the importance of education and training for employees, leaders must be able to provide facilities, facilities and infrastructure and support all employees to always pay attention to education and training. The role of the leader and the work environment also greatly influences the improvement of employee performance because the leader is able to direct employees towards improving self-quality which will have an impact on the creation of a conducive work environment and improvement of overall organizational performance.

Keywords:- Education and Training, Work Environment, Leadership, Performance.

I. INTRODUCTION

The success of an organization does not only depend on how the organization produces human competence, but also how the organization provides support for the abilities possessed by employees at work, such as creating a conducive work environment, and the competence of employees. The company's support for the capabilities possessed by employees is important considering that the company's environment, both internal and external, is always undergoing continuous change. The ability to work is absolutely owned by employees so that the work that is their responsibility can be immediately completed properly in accordance with the provisions that have been set. Basically the work ability of employees is determined from the ability of knowledge, skills, and attitude abilities. Some indications of work ability can indicate the overall work ability, where the ability possessed by an employee can indicate the level of work ability possessed.

The work ability of the employee reflects the performance that the employee will produce. The ability possessed by an employee is very important for every employee to adjust and adapt to the environment in his

company. The work ability of employees is considered important so that leaders need to understand the characteristics possessed by employees. Through these efforts, a more appropriate working atmosphere can be created for efforts to improve the performance of employees.

From the description above, it can be seen that to achieve good employee performance, it is strongly influenced by the existence of education and training from employees, conducive working environment conditions, and the role and support of the leadership. This also happened to the PUPRPKP Office of Takalar Regency, where this research was carried out. Employees will be able to improve their performance by looking at these elements, namely education and training, work environment, and leadership

II. LITERATURE REVIEW

A. Education and Training

Education and training as a series of words or also often abbreviated with the word education and training in several parts to display references from this research. Education aims to add special skills, education is also something that cannot be seen but the value that is generated is very large such as additional knowledge, a change in attitude, being able to consider problems and a wiser attitude. According to Notoadmodjo (2016) education and training is an effort to develop human resources, especially to develop intellectual abilities and human personality. Therefore, for every organization in its efforts to develop human resources, education and training is one of the ways taken by the organization. According to Siagian (2010) education and training are the forerunners of human resource development. This must also be supported by factors that affect the education and training process, namely software and hardware. The training process for HR usually includes the curriculum, organizational training, regulations, teaching and learning methods and the teaching staff or trainers themselves. Meanwhile, hardware also has a big influence on the training process such as facilities that include buildings, reference books, and other educational aids.

B. Work Environment

Sedarmayanti (2017) states that the work environment is a place to work for a number of groups in which there are supporting facilities used to achieve company goals. Meanwhile, Nitisemito (2014) defines the work environment as a place to carry out activities and sources of all access and company information, so that the work environment must be designed as well as possible so that employees can work

comfortably with a high level of efficiency to complete their work. Sedarmayanti (2014) states that good working environment conditions, if humans can carry out their work activities optimally, healthy, safe, and comfortable. The suitability of a conducive work environment will have a positive impact on organizational performance in the long term, while an unfavorable work environment will have an impact on a less productive workforce from time to time, and will make the organizational system design ineffective. Thus, the work environment is an activity environment in which employees perform work that can affect the achievement of organizational goals and create comfort in carrying out their duties. Many factors can affect the work environment of employees. Nitisemito (2014) explains that several factors that affect the work environment are lighting, color, security, cleanliness, air exchange, and noise. As for the benefits of the work environment, it is able to create a desire for productive work, so that work productivity increases (Arep et al., 2003). The increase in performance will automatically be carried out by employees even without supervision from the leadership because of the high morale. The indicators of the work environment in this study are based on the opinion of Sedarmayanti (2017), as follows: Attention and support from the leadership, namely the extent to which employees feel the role of leadership in providing support, appreciation and attention as well as attitudes in respecting employees. Intergroup cooperation, namely the extent to which employees can feel good cooperation among existing groups, and Smooth communication, namely the extent to which employees can feel good, smooth and open communication, fellow co-workers and leaders.

C. Leadership

According to Kadarusman (2012) leadership is divided into three, namely: (1) Self Leadership; (2) Team Leadership; and (3) Organizational Leadership. Self Leadership in question is the ability to lead yourself in living a better life. Team leadership is defined as the ability to lead a group or other people. The leader is known as a team leader who understands what his leadership responsibilities are, tries to find out the condition of his subordinates, is willing to join the group with the consequences and responsibilities he bears, sticks to commitments and is always ready to involve his subordinates in exploring his capacity to produce the highest achievement. While organizational leadership is an organization led by a leader who is able to understand the vision and mission of the company he leads, build and develop its business, willingness to merge with the demands and consequences of social responsibility, and a high commitment to make the company he leads as a carrier of life for many people both at the local, national and international levels. According to Crainer, there are more than 400 definitions of leadership (Mullins, 2005). Of the many definitions of leadership, some say leadership is a person's ability to influence others. Leadership is a process to influence group activities. Leadership is the ability to reach agreement on a common goal. Leadership is an effort to direct and shape the work of others to achieve certain goals. Leadership can also be said to be a mutually influencing relationship between leaders and followers.

D. Performance

Marwansyah (2016) states that performance is a person's achievement or achievement with regard to the tasks assigned to him. Meanwhile, the opinion of Rivai and Sagala (2013) that employee performance as a result of the behavior of each employee as work performance is produced in accordance with their responsibilities and roles in the organization. Based on this understanding, employee performance is the result of work, both in quantity and quality of employees obtained through the completion of assigned tasks in accordance with their respective authorities and responsibilities. Many factors can affect employee performance, as explained by Sedarmayanti (2014), including: Attitude and mentality (work motivation, work discipline, and work ethic), Level of education, Competence, Skills; Salary and Health, Income, Social security, leadership, Facilities and infrastructure; Work climate, Technology, and achievement opportunities. On the other hand, Tika (2006) states that employee performance is influenced by two factors, internal factors, where these factors consist of intelligence, skills, motivation, stable emotions, physical, role perceptions, family conditions, and work group characteristics; and External factors consisting of regulations, competitors, customer desires, social values, economic conditions, labor unions, market conditions and changes in work location. There are also indicators to measure employee performance in this study based on the opinion of Mangkunegara (2014) which explains employee performance indicators consisting of: Quality of work; Work quantity; and Punctuality.

III. RESEARCH METHODS

A. Research Place

This research was conducted at the PUPRPKP Office, Takalar Regency, South Sulawesi Province

B. Population and Sample

The population in this study were 104 employees. Sampling using the saturated sample method or sampling technique by taking all the population as respondents except the leader

C. Analysis Method

In this study, the data analysis used the Partial Least Square (PLS) approach. PLS is an equation model of Structural Equation Modeling (SEM) based on components or variances. PLS is an alternative approach that shifts from a covariance-based to a variance-based SEM approach. First, the model determines the relationship between latent variables (structural model). Second, the external model determines the relationship between the latent variables and the measurement model. Third, the weight relationship where the case value of the latent variable can be estimated (Yasin et al, 2019)

IV. RESEARCH RESULT

A. Measurement Model (Outer Model)

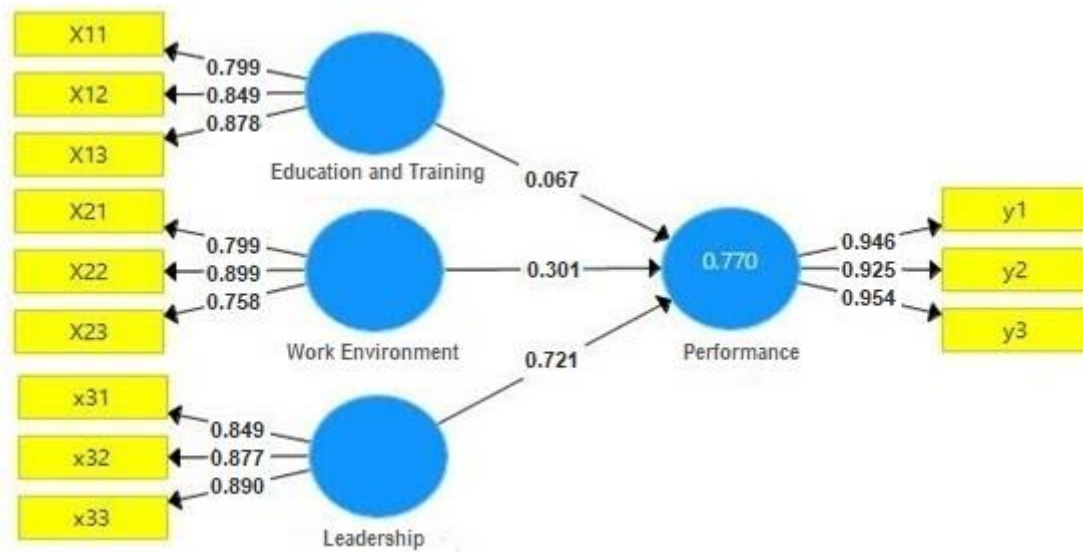


Fig 1. SEM-PLS Measurement Model (Outer Model)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STERR)
Knowledge (X11)	0.799	0.819	0.032	30.041
Skills (X12)	0.849	0.828	0.056	15.994
Attitudes (X13)	0.878	0.858	0.045	19.892
Leadership support, (X21)	0.799	0.767	0.045	18.915
Intergroup collaboration (X22)	0.899	0.936	0.023	43.120
Smooth communication (X23)	0.758	0.768	0.062	13.662
Self Leadership (X31)	0.849	0.855	0.044	18.876
Team Leadership (X32)	0.877	0.867	0.040	21.836
Organizational Leadership (X33)	0.890	0.873	0.023	41.362
Quality of work, (Y1)	0.946	0.953	0.024	43.493
Working quantity (Y2)	0.925	0.932	0.027	34.553
Responsibility (Y3)	0.954	0.951	0.013	86.442

Table 1. Outer Loadings (Mean, STDEV, T-Value)
Source: PLS data processing (2021)

B. Testing the Structure Model (Inner Model)

Table 2 below describes the measurement values of Discriminant Reliability (AVE), Cronbach alpha (CA), and composite (CR). A variable is declared reliable if the AVE value is greater than 0.5, the Cronbach alpha value is declared good if it has a value above 0.6, and the composite value (CR) must be greater than 0.7. Based on these conditions, all items of the variable are declared reliable to be measured. The R-square of the measurement of education and training, work environment and leadership on performance is 0.769 or 76.9%. which means that performance is influenced by 76.9% of the variables of education and training, work environment and leadership

	AVE	Composite Reliability (CR)	R Square	Cronbachs Alpha (CA)
Education and training	0.744	0.896		0.811
Organizational culture	0.683	0.870		0.754
Leadership	0.787	0.781		0.843
Performance	0.875	0.889	0.769	0.930

Table 2. R-Square dan Cronbachs Alpha
Source: PLS data processing (2021)

	Original Sample	Sample Mean	T Statistics	P Value	Information
Education & Training → Performance	0.067	0.067	0.511	0.620	No Signifikan
Work Environment → Performance	0.301	0.219	2.387	0.019	Signifikan
Leadership → Performance	0.721	0.699	8.543	0.000	Signifikan

Table 3. Path Coefficients (Mean, STDEV, T-Values)

Source: PLS data processing (2021)

To answer the research hypothesis, a method is used to compare the values of the T-table and T-count, if the T-count > T-table, the hypothesis is accepted. The value of the T-table is 1.96 and the value of the T-count can be seen in Table 3. Table 3 answers the research hypothesis that education and training has no significant effect on employee performance, work environment has a significant effect on employee performance, and leadership have a significant effect on employee performance

V. DISCUSSION

A. The Effect of Education and Training on Performance.

From the results of the study it was found that the education and training variables had no significant effect on performance, this was because there were still many employees who felt less capable in applying their education and training in their daily duties and responsibilities in the office. For employees, they think that in order to improve performance, they expect an increase in the quality of education and training which is not sufficient for employees. This is in line with research conducted by Pakpahan, E. (2014) which states that training has no effect on employee performance.

Some of the inhibiting factors why education and training do not have a significant effect on performance are (1) the limited number of employees participating in education and training has implications for the lack of experts so that the reporting process often experiences delays. (2) The limited allocation of funds budgeted to improve the capacity of employee resources, so that efforts to create apparatus resources that have professional abilities have not reached all employees and in the end efforts to improve performance are less than optimal ; (3) There are still employees who are less interested in attending education and training and improving their formal education.

One thing that is important is that the preparation of human resources in the regions, especially local government officials, must be able to anticipate possible changes. Without the readiness of qualified apparatus to run the government in order to achieve the goals. For this reason, quality human resources are needed because the success of an organization in achieving its goals depends on the quality of its human resources. The quality of human resources greatly affects the quality of employee work, so to get this, employees must be provided with education and training. This is in line with the findings of Permatasari, R. J. (2018), Prasetyo, A. I.(2017) and Adam (2020) which state that education and training have a positive and significant effect on employee performance.

B. Influence of Work Environment on Performance

In this study, the work environment variable has a positive effect on the performance of the employees. The work environment is everything that is around the workers and can affect the workers in carrying out the tasks that are their responsibility. To increase productivity, the role of a conducive work environment is very important because it can directly affect performance, if the work environment is good, the implementation of tasks will be easier. The work environment in the company also affects the performance carried out by employees. The work environment consists of a physical and non-physical work environment, both of which are attached to employees so that they cannot be separated from efforts to develop employee performance.

Working conditions are conditions where a good workplace includes a physical environment and a non-physical environment that can give the impression of being pleasant, safe, peaceful and so on. If working conditions are good, there will be a sense of satisfaction in employees and will have an impact on improving employee performance, and vice versa, if the work environment is bad, employees will naturally get bored, get angry easily so that conflicts in the organization will easily occur.

A comfortable, conducive work environment will affect employees in their work, they tend to be more active and concentrate on completing their tasks according to schedule. Organizations always demand success in improving employee performance. If performance goals are grown from within the employee will form a self-strength and if the work environment situation supports it, the achievement of performance will be easier. This is in line with research conducted by Lestary, L (2017), Liyas, J. N. (2020) and Widyanata, R. (2015) which state that the work environment has a positive and significant effect on employee performance.

C. The Effect of Leadership on Performance

The results of the study found that the leadership variable had a positive and significant effect on employee performance. In general, the leadership at the PUPRPKP Office of Takalar Regency is good enough to be assessed by the employees. Leadership is the number one factor in the scope of organizational strategic management, because leadership is the control center for all activities in this leadership which controls the course of all communication, cooperation, and management processes to achieve organizational goals. This is in line with research conducted by Ritonga, (2015), Hasni, P (2020), and Tatulus, (2015), Insan, A. N. (2021). That leadership has a very important role in improving employee performance.

In reality, leadership can affect morale and job satisfaction, security, quality of work life and especially the level of achievement of an organization. Leadership also plays a critical role in helping groups or individuals to achieve their goals. Improving employee performance in an organization is very important, because it will have a positive impact on the company and is expected to be able to increase the effectiveness and efficiency of the company. One way is through the creation of an effective leadership style. So it is hoped that an effective leadership style has a good relationship with employee performance.

CONCLUSION

Education and training have an important role in improving the quality of apparatus resources, namely professional personnel, both in terms of competence, behavior and attitude formation which is expected to be in accordance with their duties and roles as state apparatus. It is expected that the organization pays attention to the importance of education and training for employees, leaders must be able to provide facilities, facilities and infrastructure and support all employees to always pay attention to education and training. The role of leadership and the work environment also plays an important role in improving employee performance because leaders who are able to direct employees towards improving self-quality will have an impact on creating a conducive work environment and improving overall organizational performance.

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