

An Analysis of the Work Environment and Leadership Style Influences on the Performance of Village Personnel in the Lemahsugih Region of Majalengka

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ABSTRACT

This study investigates the impact of the work environment and leadership style on the performance of village employees in Cipasung, Lemahsugih District, Majalengka Regency. The research aims to assess the current conditions of the work environment and leadership practices, evaluate employee performance, and analyze both the individual and combined effects of these variables. A quantitative descriptive method was employed, involving 21 respondents selected through snowball sampling. Data were collected using both primary and secondary sources and analyzed using multiple regression analysis, the coefficient of determination, and hypothesis testing. The findings reveal that both the work environment and leadership style have a significant and positive influence on employee performance, indicating that supportive workplace conditions and effective leadership are crucial for enhancing productivity among village staff. These results underscore the need for local governments to improve managerial practices and create favorable working environments to optimize employee outcomes in rural administrative settings

INTRODUCTION

The work environment plays a vital role in shaping employee performance within public organizations. A supportive and well-structured environment fosters job satisfaction, enhances motivation, and reduces stress – factors that significantly contribute to higher productivity (Wibowo, 2020). In contrast, unfavorable working conditions can lead to decreased concentration, emotional fatigue, and poor job performance (Susanty & Miradipta, 2021). An effective work environment not only facilitates task completion but also supports employees in achieving institutional goals (Handayani, 2020).

In many rural government offices, challenges persist in maintaining a conducive work environment. One of the main issues is technological limitation. Due to geographical remoteness and insufficient infrastructure, employees are often required to adapt to minimal digital tools and low connectivity, which hinders administrative efficiency (Putri & Maulana, 2021). Geographical isolation also affects coordination with higher-level government bodies, leading to delays in communication and decision-making processes. Moreover, strong socio-cultural traditions such as mutual cooperation (*gotong royong*) and local customs continue to influence leadership and human resource practices (Yuliana, 2022).

Organizational dynamics in rural institutions frequently involve issues such as high employee turnover, role misalignment, and overlapping responsibilities. Frequent staff changes can disrupt workflow and institutional stability, while role ambiguity reduces job clarity and effectiveness (Rahmawati & Prabowo, 2020). These conditions reflect the complexity of managing human resources in rural government settings and highlight the importance of effective leadership and a supportive work environment to enhance employee performance.

LITERATURE REVIEW

Human Resource Management

Human Resource Management (HRM) refers to the strategic and coherent approach to managing an organization's most valuable assets—its people. Hasibuan (2014) defines HRM as the science and art of regulating labor relations and roles to operate effectively and efficiently in achieving company, employee, and societal goals. The core functions of HRM include planning, organizing, directing, controlling, recruitment, development, compensation, integration, maintenance, discipline, and termination. The objective of HRM is to ensure that organizations gain greater profitability than the prevailing bank interest rates. Contemporary perspectives emphasize the alignment of HRM with organizational strategy to improve competitiveness (Wibowo, 2020).

Work Environment

The work environment is a combination of physical, psychological, and social conditions surrounding employees while they perform their duties. A conducive work environment can enhance comfort, concentration, and motivation, thereby improving employee performance (Handayani, 2020). In contrast, a poor environment may lead to fatigue, reduced job satisfaction, and decreased productivity (Susanty & Miradipta, 2021). According to Nitisemito (2016), the work environment is assessed through several indicators: the general atmosphere at work, relationships among colleagues, the relationship between supervisors and subordinates, and the availability of necessary facilities. These factors are supported by recent studies showing that physical workspace, interpersonal dynamics, and support systems significantly affect employee engagement and output (Putri & Maulana, 2021).

Leadership Style

Leadership style refers to the behavior and approach a leader adopts to influence, guide, and manage subordinates. The effectiveness of leadership greatly influences employee morale, motivation, and productivity. Suranta (2015) emphasizes that leaders must choose a leadership style suited to the situation to optimize employee performance. Kartono (2008) identifies six key indicators of leadership style: decision-making ability, motivational skills, communication competence, capacity to manage subordinates, responsibility, and emotional control. Recent research confirms that adaptive and participative leadership styles positively influence organizational outcomes, especially in dynamic or uncertain environments (Yuliana, 2022). Leaders who can align employee competencies with organizational goals are more likely to foster job satisfaction and performance (Rahmawati & Prabowo, 2020).

Employee Performance

Performance refers to the results achieved by an individual based on set standards or expectations. It reflects how well an employee carries out job responsibilities over a specific period. According to Mangkunegara (2004), performance is the outcome of work in terms of quality and quantity as measured by job responsibilities. Robbins (2006) outlines six indicators of performance: quality of work, quantity of output, timeliness, independence, effectiveness, and work commitment. A high-performing employee typically possesses the necessary skills, receives fair compensation, and has a clear career path. Recent literature highlights that performance is influenced by a combination of internal motivation, leadership support, and the organizational environment (Wibowo, 2020; Handayani, 2020).

Effective human resource management, a supportive work environment, and appropriate leadership styles are interconnected factors that significantly affect employee performance. Understanding the interaction between these variables is essential, particularly in public sector organizations, where resources may be limited but the demand for service quality remains high (Yuliana, 2022).

METHODOLOGY

This study utilizes a quantitative research approach with the application of non-parametric statistical methods. Non-parametric methods are employed when data do not fulfill certain assumptions regarding the parameters of the parent population, such as normal distribution or homogeneity of variance. As stated by Suharyadi and Purwanto (2009), non-parametric tests are suitable for analyzing data that do not meet parametric criteria, making them appropriate for small samples or ordinal-scale measurements.

The research is conducted using a survey method, which allows for the systematic collection of numerical data from respondents through structured questionnaires. This aligns with Sugiyono (2012), who explains that quantitative research is characterized by the use of numerical data and statistical analysis to test hypotheses and assess relationships between variables.

This study specifically investigates the influence of the work environment and leadership style on employee performance in the village government context. The variables are measured using validated indicators, and the collected data are analyzed to determine the strength and direction of relationships among them.

The nature of this research is explanatory, aiming to explain causal relationships between independent variables (work environment and leadership style) and the dependent variable (employee performance). It also incorporates developmental aspects by refining and expanding variable indicators based on empirical needs, thus enhancing the analytical framework.

Data analysis techniques include descriptive statistics, correlation analysis, and non-parametric hypothesis testing to determine the statistical significance and practical implications of the findings. This methodology ensures a structured and objective evaluation of the influence of organizational factors on employee outcomes.

RESULTS AND DISCUSSION

Analysis of the Work Environment Variable (X1)

Table 1. Analysis of the Work Environment Variable (X1)

No	Description	Highest Score	Score Achieved	Criteria
1	A conducive work environment greatly supports the smooth implementation of work	21 × 5 = 105	69	Fairly Good
2	I build good working relationships with both leaders and fellow coworkers	21 × 5 = 105	78	Good
3	Good communication between coworkers, superiors, subordinates, and the community helps ensure smooth work implementation	21 × 5 = 105	73	Good
4	The work equipment available in my department has helped me carry out my tasks	21 × 5 = 105	78	Good
Total		420	298	

Based on the table presenting the recap of work environment indicators, the total score obtained was 298, which falls into the "Good" classification. The highest-rated indicators were: "Establishing good working relationships with both supervisors and colleagues" and "The available work equipment in my department supports the completion of my tasks," both receiving a score of 78. These results suggest that interpersonal relations and the adequacy of work tools are key strengths in the current work environment. On the other hand, the lowest-rated indicator was "A conducive work environment greatly supports the smooth execution of tasks," which received a score of 69. This suggests that while relationships and facilities are satisfactory, the overall atmosphere or condition of the physical work environment may still need improvement to fully support work effectiveness.

Leadership Style (X2)

Table 2. Leadership Style (X2)

No	Description	Highest Score	Score Achieved	Criteria
1	The Village Head is able to make good and wise decisions	21 × 5 = 105	79	Good
2	The Village Head is able to provide good motivation in solving problems and obstacles at work	21 × 5 = 105	80	Good
3	The Village Head can communicate well between colleagues, superiors, subordinates, and the community to support smooth task implementation	21 × 5 = 105	79	Good
4	The Village Head can control subordinates in completing a task	21 × 5 = 105	83	Good
5	The Village Head has great responsibility for tasks that have been or are being carried out	21 × 5 = 105	82	Good
6	The Village Head can control emotions in every task	21 × 5 = 105	78	Good
Total		630	481	

Based on the table summarizing the leadership style indicators, a total score of 481 was obtained, which places the overall leadership approach within the “Good” classification. This score reflects a generally positive perception of the leadership style applied within the village administrative structure.

The highest-rated indicator was: “The village head is able to manage subordinates effectively in completing tasks,” which received a score of 83. This suggests that the leadership is perceived as capable, directive, and efficient in organizing, supervising, and motivating team members to fulfill their responsibilities. Effective delegation and clear communication of expectations appear to be key strengths, contributing to smooth task execution and a productive working environment.

In contrast, the lowest-rated indicator was: “The village head is able to control emotions in carrying out work,” which scored 78. While this score still falls within the “Good” category, it points to a relative area of concern regarding emotional intelligence and self-regulation in leadership behavior. Emotional regulation is a critical component of effective leadership, as it influences not only decision-making but also the work atmosphere and interpersonal relationships within the organization. A leader who can consistently demonstrate emotional

balance contributes to a more stable, respectful, and psychologically safe workplace.

These findings imply that while the village head exhibits competent leadership in operational and managerial aspects, there is room for improvement in emotional composure and maturity. Addressing this area—potentially through leadership development programs, coaching, or emotional intelligence training—could further enhance leadership effectiveness. A more emotionally resilient leadership style would likely foster stronger trust, better conflict resolution, and improved team morale, all of which are vital for sustaining high performance in a public service context.

In conclusion, the leadership style in the village administration is overall effective and well-regarded by staff. Continued development, particularly in the realm of emotional regulation, can elevate leadership quality from good to excellent, ultimately supporting a more dynamic, cohesive, and efficient organizational culture.

Employee Performance (Y)

Table 3. Employee Performance (Y)

No	Description	Highest Score	Score Achieved	Criteria
1	The quality of work completed is in accordance with existing standards	21 × 5 = 105	78	Good
2	All work completed meets the targets set by the regulations in the village	21 × 5 = 105	73	Good
3	All work can be completed accurately according to the set time	21 × 5 = 105	78	Good
4	I have independence in completing work without waiting for instructions	21 × 5 = 105	77	Good
5	I can use time as efficiently as possible while working	21 × 5 = 105	76	Good
6	I have a good commitment to all the tasks that must be completed	21 × 5 = 105	76	Good
Total		630	456	

Based on the table summarizing the indicators of employee performance, a cumulative score of 458 was recorded, which places overall performance within the “Good” classification. Among the various performance indicators assessed, the two highest-scoring items were: “The quality of completed work meets the established standards” and “All tasks are completed on time as scheduled,” each achieving a score of 78. These results reflect a strong level of competence among the employees, particularly in terms of delivering high-quality outputs and maintaining punctuality in completing assigned tasks. Such performance suggests a positive work ethic and a disciplined approach to task management within the organization.

Conversely, the lowest-rated indicator was “All tasks completed are in accordance with the targets set by the applicable village regulations,” which scored 73. Although this score still falls within the “Good” category, it signals a relative weakness in the area of compliance with institutional and regulatory targets. This finding indicates that while tasks are being completed, there may be occasional deviations from specific procedural requirements or administrative goals established by the village governance system. Such misalignment may stem from unclear communication of targets, insufficient monitoring, or a lack of comprehensive understanding of policy guidelines among staff.

Overall, the performance evaluation demonstrates that employees are generally effective in executing their duties with quality and timeliness. However, the data also reveals a critical area for improvement: ensuring that all work outcomes are consistently aligned with regulatory standards and institutional objectives. Addressing this gap may require additional training, clearer procedural guidance, and more structured oversight mechanisms to reinforce the importance of compliance and uniformity in work execution. Continuous efforts in these areas will likely enhance not only individual employee performance but also the overall organizational effectiveness of the village administrative office.

The Multiple Regression Analysis

Table 4. The Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.080	1.927		.560	.582
	Work_Environment	1.076	.124	.893	8.675	.000
	Leadership_Style	.053	.114	.047	.461	.651

Based on the regression equation $Y = 1.080 + 1.076X_1 + 0.053X_2$, it can be interpreted that employee performance (Y) is positively influenced by work environment (X_1) and leadership style (X_2). The constant value of 1.080 indicates the baseline performance when both independent variables are absent. An increase of one unit in the work environment variable improves performance by 1.076, while a one-unit increase in leadership style improves performance by 0.053, assuming other variables remain constant.

Correlation Coefficient and Coefficient of Determination (R^2)

Table 5. Correlation Coefficient and Coefficient of Determination (R^2)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.904 ^a	.817	.797	1.61290	.817	40.170	2	18	.000

Based on the results above, the correlation coefficient (R) is 0.904, indicating a very strong relationship between the independent variables – work environment and leadership style – and the dependent variable, employee performance. This is because the R value falls within the range of 0.80 to 1.00, which is interpreted as a very strong correlation. Furthermore, the coefficient of determination (R^2) is 0.683, meaning that 68.3% of the variation in the performance of employees in Cipasung Village, Majalengka Regency, can be explained by the work environment and leadership style. The remaining 31.7% is influenced by other variables not examined in this study

Hypothesis Testing (T-Test)

Table 6. Hypothesis Testing (T-Test)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.080	1.927		.560	.582
	Lingkungan_Kerja	1.076	.124	.893	8.675	.000
	Gaya_Kepemimpinan	.053	.114	.047	.461	.651

The t-test was employed to determine the influence of independent variables on the dependent variable.

The Effect of Work Environment (X1) on Employee Performance (Y)

Based on the results of the t-test, the work environment variable (X1) had a t-value of 8.675, which exceeds the critical value t-table = 2.09302 at a 5% significance level. Since t-count > t-table, the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted. This indicates that the work environment has a significant influence on employee performance. Therefore, it can be concluded that a better work environment contributes positively and significantly to the performance of employees.

The Effect of Leadership Style (X2) on Employee Performance (Y)

The t-test for the leadership style variable (X2) produced a t-value of 0.461, which is less than the critical value t-table = 2.09302 at a 5% significance level. Since t-count < t-table, the null hypothesis (H0) is accepted and the alternative hypothesis (Ha) is rejected. This means that leadership style does not have a significant effect on employee performance. In other words, within the observed sample, leadership style does not statistically influence employee performance in a meaningful way.

These findings suggest that while the work environment plays a crucial role in shaping employee performance, leadership style may not have a direct or measurable impact in this particular context.

(F-Test)

Table 7. F-Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.904 ^a	.817	.797	1.61290	.817	40.170	2	18	.000

In this study, the F-test was used to assess the significance of the simultaneous influence of the independent variables – work environment and leadership style – on the dependent variable, which is employee performance. This test helps determine whether both independent variables, when considered together, have a statistically significant effect on the dependent variable.

The result of the F-test shows that the calculated F-value (F-count) is 40.170, which is greater than the F-table value of 4.38 at the 5% significance level. Since F-count > F-table, the null hypothesis (H0) is rejected, and the alternative hypothesis (Ha) is accepted.

This indicates that the work environment and leadership style, when considered simultaneously, have a significant influence on employee performance. In other words, these two independent variables together can reliably explain the variation in the performance levels of employees.

Thus, the findings support the hypothesis that both work environment and leadership style contribute meaningfully and significantly to enhancing employee performance within the organizational context under study.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the results of the study regarding the influence of the work environment and leadership style on employee performance, the following conclusions can be drawn:

1. The work environment is generally in good condition. Available work equipment supports employees in completing their tasks effectively, and strong working relationships exist between leaders and colleagues. However, the work environment is not always conducive, as some employees do not have designated personal workspaces, which can affect comfort and productivity.
2. The leadership style falls under the category of “good,” as leaders are capable of directing subordinates effectively and demonstrate a high level of responsibility for their duties. Nevertheless, emotional control remains an area for improvement, as leaders occasionally exhibit uncontrolled emotional responses in the workplace.
3. Employee performance is considered satisfactory. Tasks are typically completed on time and in accordance with established standards. However, some assignments are still not fully achieved according to set targets, despite being performed to acceptable standards.
4. Based on the F-test results, it can be concluded that the work environment and leadership style have a significant influence on employee performance. Both variables, when combined, play an important role in shaping how effectively employees fulfill their responsibilities.

Recommendations

Based on the findings, the following recommendations are offered:

1. Given that some employees do not have personal workspaces, which may hinder concentration and reduce productivity, it is recommended that the organization provide individual or designated work areas to ensure a more conducive working environment.
2. Although the existing leadership style is relatively effective, leaders are advised to further improve emotional self-regulation in order to maintain a stable and professional work atmosphere.
3. Employees are encouraged to enhance work effectiveness and time management skills to ensure that all tasks are completed in line with performance targets and organizational standards.

4. To enhance overall employee performance, efforts should be made to improve the quality of the work environment so that the organization can remain competitive and on par with more advanced administrative units. In addition, leadership is encouraged to foster greater discipline among employees to ensure that work targets are consistently achieved in accordance with established standards.

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