The Reactions over Employees Performance Viewed from Work Environment, Discipline, and Leadership variables at Directorate General Development of Rural Areas of the Ministry of Village, Regional Development and Transmigration

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Abstract:- This research has purpose to discover and analyze the reactions toward the employee performance over those variables such as work environment, discipline, and leadership at Directorate General of Rural Area Development, Ministry of Villages, Disadvantaged Regions, and Transmigration. This type of quantitative research with associative explanatory research methods using surveys. Sources of data obtained through questionnaires, interviews, and observations. Data analysis uses validity, reliability analysis, linear regression with various assumptions, multiple regression, and the correlation between dimensions. Hypothesis testing using the T-test, F test, and the determinant coefficient using SPSS version 24.0.The object of research is the Directorate General of Rural Area Development with a population and sample level of 98 people. The outturn proved that Work Environment, Discipline, and Leadership had significant impact towards Employees performance at Directorate General of Rural Area Development, the Ministry of Villages, Development of Disadvantaged Areas, and Transmigration.

Keywords:- *Work Environment, Discipline, Leadership, Employee Performance.*

I. INTRODUCTION

To realize prosperity and equitable development in rural areas, the Government, both the Central Government, the Provincial Government, the Regency Government, and the Village Government seems it necessary to start development from the smallest scope of territory, namely the village. The village is the lowest node of development, so dynamic growth in the town will have a stimulant impact on expansion on a broader scope of territory so that it requires more dangerous and equitable treatment.

One aspect of the strength of human resources in an organization is the performance of employees. Performance is an actual act that unveiled by everyone as work performance generated, following its function at company.

Excellent performance is not only expected for profit-oriented companies but also non-profit organizations such as the Government, especially in the Ministry of Villages, Disadvantaged Areas, and Transmigration.

Government agencies demand to provide excellent governance services. The improvement of Bureaucratic is one of accomplishment from the Government to Provide good assist and created basic transformed and reformed the structure of governance, mainly concerning institutional aspects (organization), management, and human resources of the apparatus.

To achieve these objectives, 8 (eight) areas of change have established, namely the ASN work culture, supervision, accountability, management, ASN Human Resources, legislation, public services, and institutions.

II. LITERATURE REVIEW

A. Work Environment

The work environment in a company has crucial affect for management to be considered. The work environment has both straight and non-straight impact towards those workers in fulfilling their work, Nitisemito (Nuraini, 2013).

The work environment is something which exists surround by the employee. It could infect the fulfilling process over the tasks that assigned for them, for instances by the presence of an air conditioner (AC), adequate lighting, etc.

According to Schultz & Schultz (2010) work environment has defined into circumstances which connected to the Specifically of the workplace towards employee behavior and attitudes where its related to psychological changes due to things experienced in their work or particular circumstances. That should continue to be seen by organizations which include work dullness, flattens work, and fatigue.

B. Work Discipline

Based on Hasibuan (2012: 193) stated that: "Discipline is one's recognition and Enthusiasm to follow all company regulations and applicable an etiquette. Discipline should uphold in corporate organization. Furthermore, work discipline is a thing that could be used to connect with those workers so they would disposed to reformed their act as an endeavour to raise of consciousness and disposition to followed all the rules and serial norms which apply (Rivai, 2014: 49).

Based on Hasibuan (2018: 193), discipline is the sixth operative function of human resource management. Discipline is the most critical operative function of human resource management because of better regulation. the higher work performance that they can achieve. Without strict discipline from the employee, it would find difficult to company organizations in achieving an optimal results.

According to Singodimedjo in Barnawi (2012), seven external factors influence employee discipline, namely compensation, exemplary leaders, definite rules, the courage of leaders in taking action, leadership supervision, attention to employees, and habits. In organizations, there are still many employees who are late, ignore safety procedures, do not follow instructions that have been established, or are in trouble with their colleagues (Mangkunegara, 2013).

According to Hamali (2017: 214), discipline is firmness which growth in employees body and could stir employees to voluntarily adjust to regulatory decisions, high values of work, and acts.

C. Leadership

Northouse (2013) mentions that leadership is a process by which people are other people and creates relationships that increase motivation and morality in leaders and followers.

According to Bass & Avolio in Yukl (2010), leadership is a related award, passive management with exceptions, and active management with exceptions. Rivai (2014) leadership is the ability of a manager to identify cues in his environment, diagnose them, then adapt his direction according to these conditions.

Likewise, Burn & Northouse (2013) states that leadership is a process where people are where others are and create relationships that increase motivation and morality in leaders and followers.

D. Employee Performance

Fahmi (2014) performance is a result that has been obtained by an organization that is profit-oriented or non-profit oriented over some time. Employee performance is quality and quantity work that achieved by an employee in performing their duties following those responsibilities which given to them (Mangkunegara, 2013). Performance is the result of a steps that refers to and measure in a certain period based on provisions or agreements that have been set previously (Edison, 2016).

According to Wibowo (2013), more view of management performance as defines to get higher results from organizations, teams, and individuals by understanding and managing performance within an agreed framework of objectives, standards, and attribute requirements. According to Sedarmayanti (2011) revealed that "Performance by means of the work that earned by a worker, management process or an organization as a whole, where the results of the work should be delivered concretely and measurable (compared to predetermined standards)."

Eddy Sutrisno (2010) concluded that performance as a result of employee work could be seen from the aspects of quality and quantity, working time, and cooperation to reach the targets which set by the organization.
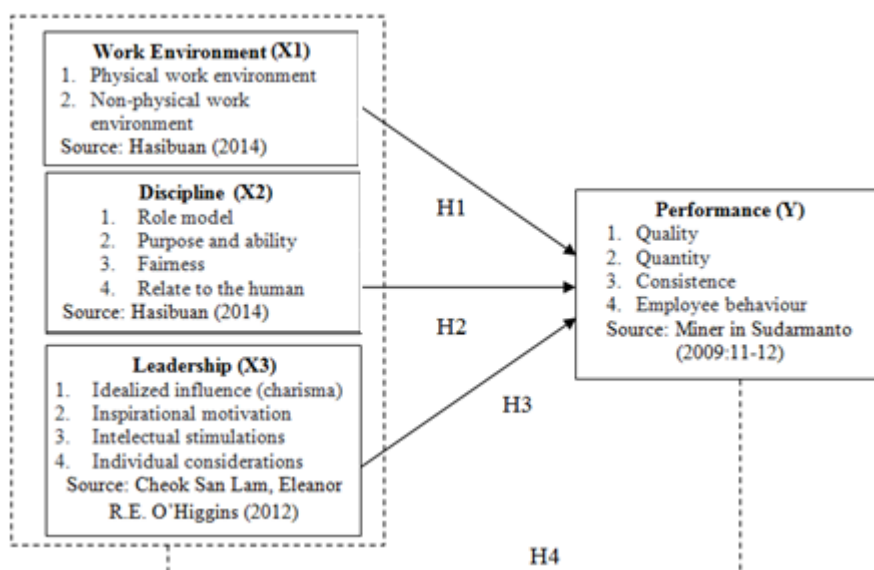

Fig 1:- Thinking Framework

E. Research Hypothesis

Based on this framework, a research hypothesis can formulate as follows:

H1: Work environment has an impact towards the performance of PKP Directorate General workers.

H2: Work discipline affects the performance of PKP Directorate General employees.

H3: Leadership has an impact towards performance of PKP Directorate General workers.

H4: Work for environment, discipline, and leadership, jointly influence the performance of PKP Directorate General workers.

III. RESEARCH METHODOLOGY

This type of research is using quantitative analysis that uses main data in form of questionaires. This research was designed to be able to realize, describe and analyze the correlation between independent variables towards the dependent variable. The number of items measured in dimensions and indicators of independent (exogenous) variables in the form of the work environment (X1), work discipline (X2), and leadership (X3) while the dependent variable (endogenous) is employee performance (Y) that could be seen in Table 1:

Research Variable	Dimension	Research Indicators
Work Environment (Sudarmayanti, 2009)	1. Physical work environment	a. Lighting b. Air condition c. Noisy voice d. Security e. Cleanliness f. Completeness of work facilities g. Work stuff condition
	2. Non-physical work environment	a. Work responsibility b. Attention and support from leaders c. Inter-group collaboration d. Fastest communication e. Work structure
Discipline (Hasibuan, 2014)	1. Role Model	a. Leadership exemplary can enforce discipline b. Can control the words of action and attitude c. Role model of leadership has a huge impact on organization
	2. Compensation given	a. Compensation given has an influence towards discipline b. Obey all the rules and regulations c. Received the compensations d. Thinking that all the compesation is good enough than it should be
	3. Exact Rules	a. The disciplinary guidance cannot be done if there are no written rules b. Discipline is impossible to enforce if the rules are based on instructions c. Wanna do these discipline if there has a rules
	4. Taking Action	a. That supervision will lead the employees to carry out their work properly and appropriately b. Always feel freedom without limitness c. Enforcement of discipline is necessary so as not to do as you wish
Leadership Cheok San Lam, Eleanor R.E. O'Higgins (2012)	1. Idealized Influence (Charisma)	a. Leaders foster confidence and trust to subordinates b. Leaders get admired and used as role models
	2. Inspirational motivation	a. Leaders has articulate interesting visions from the future b. Speak optimistically with enthusiasm c. Provide encouragement and appreciate for what is done
	3. Intelectual stimulations	a. Encouraging the expression of ideas from subordinates b. Leaders encourage innovative thinking c. Involving subordinates in decision making
	4. Individualized consideration	a. Consider the subs need, ability and aspirations b. Listen with fully carefully c. Advising, teaching and training

Table 1:- Operational Definitions of Research Variables

A. Population and Sample

The population in this research was determined and limited by the following criteria because of the Civil Servants (PNS), having worked for more than one year, and employees with echelon III and echelon IV positions at the Directorate General of Rural Area Development, totaling 98 people. The sampling technique in this research uses saturated sampling were all members of the population use as samples, namely all Head Office employees, with a total of 98 people.

B. Collecting Data Methods

Data sources used are main data in the form of surveys, questionnaires, and secondary data in the form of employee performance achievements, employee attendance lists, and interviews with relevant and competent officials within the Directorate General of Rural Area Development.

C. Data Analysis Method

Activities in data analysis were dividing into data based on variables and types of respondents, tabulating data based on variables from all respondents, presenting data for each variable studied, and doing calculations to answer the problem formulation and doing calculations to test the hypothesis that has to propose.

Data analysis performs descriptively and quantitatively. Descriptive analysis was done by the help of the Microsoft Excel program to find out the description of Work Environment, Discipline, Leadership, and Employee Performance. In contrast, quantitative analysis is carried out using multiple linear regression methods and using the SPSS 24.0 tool to test the relationship between variables.

IV. RESULT AND DISCUSSIONS

A. Characteristics of Respondents

Based on Table 2 below, it can see that the characteristics of the respondents of the Directorate General of Rural Area Development. Characteristics of respondents by sex, it is known that most respondents were 60 people (61%) and 38 women (39%). While the respondents' characteristics according to worked period has found that those who had worked between 1 and 5 years were 10 people (10%), and the working period was more than five years as many as 88 people (89%).

Information	Frequency (Orang)	Percentage (%)
Gender		
Male	77	78.57
Female	21	21.43
Working Period		
< 3 Years	31	31
3-5 Years	67	67

Table 2:- Characteristics of Respondents

B. Validity and Reliability Test

Based on Table 3 of the Validity Test Results above, it can seem that for the variable Work Environment (X1), Discipline (X2), Leadership (X3) and Performance (Y) which consists of forty questions, has a value of r count> r table = 0.196. Thus, the variable Work Environment, Discipline, Leadership, and Performance, which consists of forty indicators of questions declared valid.

No	r hitung X1	r tabel	Ket.	r hitung X2	r tabel	Ket.	r hitung X3	r tabel	Ket.	r hitung Y	r tabel	Ket.
1	.492**	> 0.196	**Valid**	.783**	> 0.196	**Valid**	.680**	> 0.196	**Valid**	.622**	> 0.196	**Valid**
2	.581**	> 0.196	**Valid**	.841**	> 0.196	**Valid**	.802**	> 0.196	**Valid**	.627**	> 0.196	**Valid**
3	.579**	> 0.196	**Valid**	.780**	> 0.196	**Valid**	.793**	> 0.196	**Valid**	.710**	> 0.196	**Valid**
4	.652**	> 0.196	**Valid**	.718**	> 0.196	**Valid**	.713**	> 0.196	**Valid**	.661**	> 0.196	**Valid**
5	.372**	> 0.196	**Valid**	.804**	> 0.196	**Valid**	.722**	> 0.196	**Valid**	.576**	> 0.196	**Valid**
6	.627**	> 0.196	**Valid**	.797**	> 0.196	**Valid**	.725**	> 0.196	**Valid**	.629**	> 0.196	**Valid**
7	.611**	> 0.196	**Valid**	.788**	> 0.196	**Valid**	.689**	> 0.196	**Valid**	.637**	> 0.196	**Valid**
8	.532**	> 0.196	**Valid**	.656**	> 0.196	**Valid**	.693**	> 0.196	**Valid**	.638**	> 0.196	**Valid**
9	.414**	> 0.196	**Valid**	.691**	> 0.196	**Valid**	.671**	> 0.196	**Valid**	.608**	> 0.196	**Valid**
10	.570**	> 0.196	**Valid**	.783**	> 0.196	**Valid**	.738**	> 0.196	**Valid**	.594**	> 0.196	**Valid**

Table 3:- Validity Test
Source: Analysis using SPSS Version 24

Based on Table 4, the reliability test results can see that for the variables Work Environment (X1), Discipline (X2), Leadership (X3), and Employee Performance variables (Y) have Cronbach's Alpha values of 0.731, 0.780, 0.772, and 0.756 and all above 0.6. Thus the Work Environment variable (X1), Work Discipline (X2), Leadership (X3), and Employee Performance variable (Y), declared reliable.

Variable	Cronbach's Alpha Value	Term	Informantion
Work Environment	0.731	> 0.6	**Reliable**
Work Discipline	0.780	> 0.6	**Reliable**
Leadership	0.772	> 0.6	**Reliable**
Employee Performance	0.756	> 0.6	**Reliable**

Table 4:- Reliability Test
Source: Analysis using SPSS Version 24

C. Classic Assumption Test

> *Normality Test*

The normality assumption shown in Figure 2 is the data on the histogram graph follows the normal line, and the data was delivered on the normal P-plot graph which located around the diagonal line. Thus, can be said that the data tested include a normal data distribution.
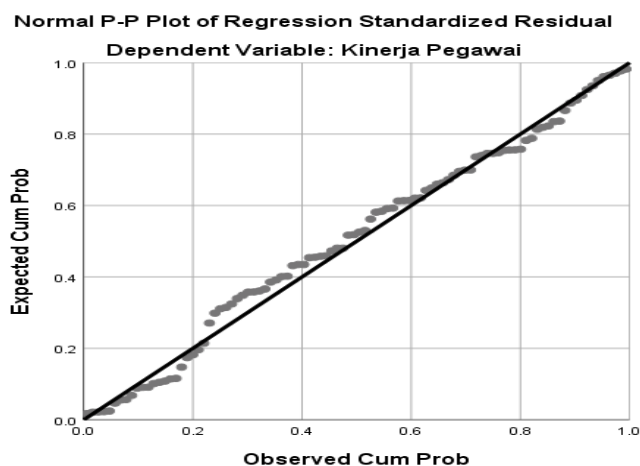

Fig 2:- Normality Test
Source: Analysis using SPSS Version 24

> *Multicollinearity Test*

The results of multicollinearity test obtained value of work environment (tolerance = 0.731), work discipline (tolerance = 0.540), and leadership (tolerance = 0.622) greater than 0.1 meaning that there is no multicollinearity. Likewise from VIF also shows the results of work environment (VIF = 1.369), work discipline (VIF = 1.853), and leadership (VIF = 1.607) less than 10 meaning that there is no multicollinearity. Multicollinearity test results can be seen in Table 5.

Coefficients^a		
Model	**Collinearity Statistics**	
	Tolerance	**VIF**
(Constant)		
Work Environment	0.731	1.369
Work Discipline	0.540	1.853
Leadership	0.622	1.607

Table 5:- Multicollinearity Test
Source: Analysis using SPSS Version 24

> *Heteroscedasticity Test*

In the picture below, it was appeared that there are no Line such as dots expansion above and below the number 0 on the Y axis, so the points spread randomly, and not form specific patterns. It could be stated that the object data did not occur heteroscedasticity.
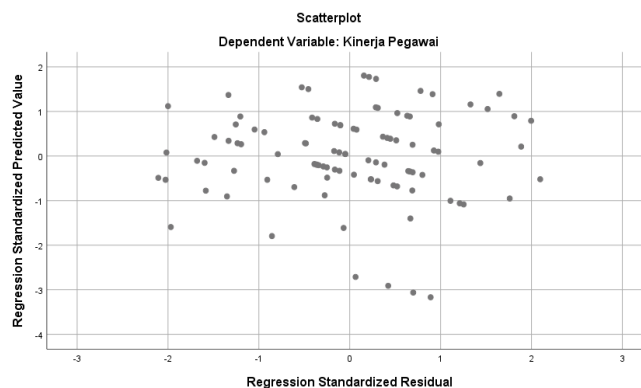

Fig 3:- Heteroscedasticity Test
Source: Analysis using SPSS Version 24

D. Multiple Linear Regression Analysis Test

Multiple linear regression analysis uses to determine the effect of the independent variable with the dependent variable. The use of multiple linear regression because this study uses more than one independent variable, namely Work Environment (X1), Discipline (X2), and Leadership (X3) to determine its effect on the dependent variable, namely Employee Performance (Y) on Employees of the Directorate General of Rural Area Development.

Model	Coefficients		t	Sig.
	B	Std. Error		
1 (Constant)	1.266	0.169	7.472	0.000
Work Environment	0.166	0.058	2.847	0.005
Work Discipline	0.390	0.044	8.801	0.000
Leadership	0.201	0.047	4.327	0.000

Table 6:- Test Analysis of Multiple Linear Regression
Source: Analysis using SPPS Version 24

The interpretation and testing of the hypothesis (H) in table 6 above is as follows:

Y = 1,266 + 0,166 X1 + 0,390 X2 + 0,201 X3 + e;

Work Environment (X1) has a significant effect on Employee Performance (Y) with t-count of 2.847 (t-count> t table (df = 94) = 1.98) and Sig. = 0.005. The coefficient value is positive, which is equal to 0.166. Thus the H1 hypothesis in this study, which states that "Work Environment (X1) has a significant effect on Employee Performance (Y)," is accepted.

Discipline (X2) has a significant effect on Employee Performance (Y) with a t-count of 8.801 (t-count (df = 94)> 1.98) and Sig. = 0,000. The coefficient value is positive, which is equal to 0.390, which indicates that the direction of the positive relationship is 39.0%.

Leadership (X3) has strongly impact on Employee Performance (Y) with t-count of 4.327 (t-count (df = 94)> 1.98 and Sig. = 0.000. The coefficient value is positive that is 0.201, which indicates that the direction of the relationship positive at 20.1%. Thus the H3 hypothesis in this study, which states that "Leadership has strongly impact on Employee Performance partially" was accepted.

Work Environment, Work Discipline, and Leadership simultaneously impact the Employee Performance viewed by the F-count value of 106.484 (F-count> F-table (n = 94, and k = 3) = 2.70) and Sig. = 0,000, which shows that the Work Environment variable (X1), the Work Discipline variable (X2), and the Leadership variable (X3) together have strongly impact towards the Employee Performance variable (Y).

E. Determination Coefficient Test (R^2)

The coefficient of determination (R^2) basically calculated further model's ability to explain the variation of the dependent variable. The ratio of judgment is between 0 and 1.

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.879[a]	0.773	0.765	0.241

Table 7:- Determinant Test Coefficients
Source: Analysis using SPPS Version 24

Based on Table 7 above, the known value of Adjusted R Square = 0.765. shows that 76.5% of Employee Performance (Y) is influenced by the Work Environment variable (X1), the Discipline variable (X2), and the Leadership variable (X3), while the rest (100% - 76.5%) is other factors outside this research was affected 23.5 % Employee Performance (Y).

F. Simultaneous Significance Test (Test F)

Based on Table 8, it is known that the value of F = 106.484, and the value of Sig. = 0,000, while the value of F table with df (3.94) = 2.70. Thus H0 is rejected, this is the Work Environment variable (X1), the Discipline variable (X2), and the Leadership variable (X3) together have strongly impact on the Employee Performance variable (Y).

	Model	Df	F	Sig.
1	Regression	3	106.484	.000[b]
	Residual	94		
	Total	97		

Table 8: Simultaneous Test
Source: Analysis using SPPS Version 24

G. Statistical Test (t-test)

Statistical test results indicate connection between the Work Environment and Employee Performance has significant with a t-test of 2.847 (t-count> t table (df = 94)

= 1.98) and the value of Sig = 0.005. The coefficient value is positive, which is equal to 0.166, and shows that the relationship between the two concrete variables of 16.6%. Then, there is a significant relationship between Discipline and Employee Performance with a t-count of 8.801 (t-count (df = 94)> 1.98) and Sig. = 0,000. The coefficient value is positive, which equal to 0.390. The significant connection between Leadership and Employee Performance with a t-count of 4.327 (t-count (df = 94) > 1.98 and Sig. = 0.000. The coefficient value is positive, that is 0.201, which indicates that the direction of a positive relationship is 20.1 %.

H. Correlation Between Dimensions

Correlation analysis is a statistical analysis that measures the degree of the relationship involving more than one independent variable (X1, X2, X3) and one dependent variable (Y). Variable correlation analysis use to determine the relationship between variables Work Environment, Discipline, and Leadership on Employee Performance.

Based on table 4.16 above, it knows that the highest correlation value between dimensions in the Work Environment variable (X1), and Employee Performance variable (Y) is dimension 1.2 Physical Work Environment with proportion 4.1 Work Quality, 0.563. It includes in the category of relationship level that is on. It explains that the dimension 1.2 Physical Work Environment in the Work Environment variable is indispensable for any improvement in Employee Performance (Y), especially in the Work Quality dimension.

The most excellent correlation between the dimensions in the Discipline variable (X2) and the Employee Performance variable (Y) is dimension 2.1 Giving compensation with aspects 4.1 of Work Quality that is 0.716 and falls into the category of healthy relationship levels. It explains that size 2.1 Giving reward in the Work Discipline variable is indispensable for any improvement in Employee Performance (Y), especially in the Work Quality dimension. Meanwhile, the proportion with a low level of relationship is dimension 2.4 Taking Action on the Consistency dimension

Employees and Employee Attitudes. It explains that the Discipline variable influences the performance of the personnel, especially in the aspects of Compensation and Taking Action.

The most excellent correlation between the dimensions in the Leadership (X3) variable against the Employee Performance variable (Y) is the 3.3 Intellectual Stimulation dimension with the 4.3 Personnel Consistency dimension, which is 0.601 and belongs to the category of stable relationship levels. It explains that the proportion 3.3 Intellectual Stimulation in the Work Environment variable is indispensable for any improvement in Employee Performance (Y), especially in the Persistence of Employee Consistency dimension.

Variable	Dimension	Employee Performance (Y)			
		4.1 Quality	4.2 Quantity	4.3 Consistence	4.4 Employee Behaviour
Work Environment (X1)	1.1 Physical work environment	.430**	.422**	.481**	0.158
	1.2 Non-physical work environment	.563**	.389**	.490**	.297**
Work Discipline (X2)	2.1 Compensation given	.716**	.594**	.636**	.614**
	2.2 Idealized leader	.665**	.671**	.656**	.534**
	2.3 Exact rules	.675**	.593**	.580**	.479**
	2.4 Taking actions	.517**	.484**	.393**	.396**
Leadership (X3)	3.1 Charismatic	.517**	.567**	.451**	.418**
	3.2 Inspirational motivation	.477**	.500**	.506**	.416**
	3.3 Iintellectual stimulations	.501**	.489**	.601**	.453**
	3.4 Personal Consideration	.417**	.412**	.510**	.415**
N		98	98	98	98

Table 9:- Correlations between Dimensions

V. CONCLUSION

In general, the work environment has positive and strongly affection towards the employees performance at Directorate General of Rural Area Development. However, in the dimension of the non-physical work environment, employee behaviour has less impact on employee performance achievements—lack of initiative, loyalty, empathy for the surroundings, and team work that has not gone well.

Work discipline has a positive and strongly impact on employees performance at Directorate General of Rural Area Development, mainly on the provision of compensation. In addition to providing a benefit by the wishes, exemplary leadership, and specific rules that are certain to be other factors that affect employee work discipline so that the impact on employee performance. Leadership cannot be a good role model for subordinates, and there are no sanctions that give employees the morning deterrent effect that violates discipline.

Work leadership has a positive and strongly reaction over the employees performance at the Directorate General of Rural Area Development, especially on the dimensions of intellectual stimulants related to employee consistency. The leadership did not maximize in providing understanding and stimulating the emergence of perspective, innovations to employees in seeing problems, thinking, and imagining, and solving problems.

The work environment, discipline, and leadership have strong and positive reactions over the performance of the employees of the Directorate General of Rural Area Development.

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