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## Influence Training, Leadership Transformational and Environmental Work to Performance Employee on Regional Development Planning Agency Regency Kampar

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**Abstract:** Employee performance is the result of work achieved by employees in carrying out task and not quite enough answer planning development area, in accordance with the standards, targets, and performance indicators set by the organization. Many factors influence employee performance, including training, transformational leadership, and the work environment. This study used primary and secondary data obtained through questionnaires, interviews, and interviews. observation and documentation. The population of this study was all employees of the Kampar Regency Bappeda. Data analysis was conducted using a multiple linear regression model and hypothesis testing was conducted using the t-test and F-test at 5% alpha. Research result This conclude that: 1) there is influence significant training to performance employees; 2) there are influence significant from leadership transformational to performance employees; 3) there are influence significant from environment Work to performance employee; 4) there is influence simultaneous from variables training, leadership transformational and environmental Work to performance employees at Bappeda Kampar Regency; 5) leadership transformational influence performance dominant employee Because own coefficient regression more big in comparison with variables training And environment Work. Beside That, also there is contribution Which large and strong correlation between training, leadership transformational and environmental Work to performance employee Regional Development Planning Agency Regency.

**Keyword:** Performance, Training, Leadership Transformational, Environment Work.

### INTRODUCTION

Planning Agency (Bappeda) of Kampar Regency is one of the device government areas that have position strategic in compile direction policy development. Agency This play a role in coordinate cross sector, controlling program implementation, as well as provide the required data and information as runway taking decision. Success rate Regional Development Planning Agency in carry out function the very determined by quality source Power the humans in it.

Performance employee is reflection from ability in operate duties and responsibilities answer in accordance with the target that has been determined. However, based on internal Bappeda data Kampar Regency, still there is inequality in achievement performance among

employee. This is influenced by various internal and external factors, which have an impact on not achievement of performance targets organization in a way maximum. Average achievement performance employee in three year final Not yet capable achieve the target of 100%, as seen in Table I.2 below:

**Table 1. Achievements Performance Employee Regional Development Planning Agency  
Kampar Regency 2022–2024**

Year	Performance Target (%)	Average Realization (%)	Difference (%)
2022	100	89.5	-10.5
2023	100	91.2	-8.8
2024*	100	90.4	-9.6

Source: Internal Data from Kampar Regency Bappeda (2024)

From the table above, it can be seen that although there is improvements in 2023, achievements performance employee in a way general Still is below target. This is show the need identification and strengthening factors that can increase performance Work employee. One of factor main contributors to improvement performance employee is training. Activities structured training in a way systematic and sustainable can strengthen abilities, knowledge, and attitude Work apparatus. However, in Bappeda Kampar Regency implementation training Still Not yet walk in a way even and less structured, so that no all employee get equal opportunity For develop his competence in a way sustainable.

Besides training, style leadership also holds role important in determine quality performance employees. Leadership transformational which emphasizes vision, motivation, inspiration, and concern to need individual — assessed capable push subordinate For Work exceeding the expected target. However Thus, the implementation style leadership This is still at the Kampar Bappeda face a number of obstacles, especially in aspect communication and empowerment source Power man. Environment work becomes other influencing factors to productivity employees. Atmosphere conducive, safe and supportive work can increase Spirit as well as motivation in work. Even though so, the results observation show Still there is complaint related facility lack of work adequate distribution burden unfinished work proportional, and quality connection between employees who need repaired.

Findings from study the previous also shows existence relatedness close between training, leadership transformational, and conditions environment Work with performance employees. For example, a study conducted by David Oloan (2021) found that that training impact positive to performance, although style leadership transformational No proven influential in a way directly. Meanwhile that, Putra and Suwandana's research (2019) emphasized importance study advanced about influence leadership to motivation and satisfaction work. The results of other research conducted by Andar et al. (2022) even show that environment lack of work support precisely lower productivity as well as quality results Work.

Based on description said, research This focused for analyze in a way empirical influence training, leadership transformational, and environmental Work to performance employees at Bappeda Kampar Regency. It is hoped that results study This can give input constructive for formulation internal policies, in particular in development source Power man as well as improvement quality service public.

The problem formulation in this research is as follows: 1) Whether training influential significant to performance employees at Bappeda Kampar Regency?; 2) Whether leadership transformational influential significant to performance employee?; 3) Whether environment Work influential significant to employee performance?; and 4) What is third variables the in a way simultaneous influential to performance employee?.

## METHOD

This study aims to determine the influence of training, transformational leadership style and work environment on the performance of Bappeda employees. Regency Kampar Good in a way partial and in a way simultaneous, And What factors predominantly influence the performance of the employee? Therefore, hypothesis testing carried out using partial tests (t-test) and simultaneous tests (F-test), and the test is supplemented with a correlation coefficient (R) and a determination coefficient. ( $R^2$ ). By Because That tool analysis data done with model multiple linear regression, with the following equation:

$$Y = \alpha + \beta_1.X_1 + \beta_2.X_2 + \beta_3.X_3 + \epsilon$$

Information:

Y = Employee Performance

X<sub>1</sub> = Training

X<sub>2</sub> = Leadership Transformational

X<sub>3</sub> = Work Environment

$\alpha$  = Constant/Intercept  $\beta_1 - \beta_3$  = Regression Coefficient

$\epsilon$  = *Error Term* or Factor Disturber

## RESULTS AND DISCUSSION

Besides object research, section this also explains profile and identity respondents involved in research. Information about respondents, such as number, characteristics demographics, as well as background behind they, become very important factor determine in understand results analysis. With describe respondents in a way more detailed, then reader can evaluate the extent of the data obtained represent condition field in a way objective. Next, the results study previously also presented through analysis statistics descriptive analysis This used for serve response respondents to every variables study in concise and easy data form understood. Presentation statistics descriptive give description general about pattern answer respondents, at the same time help researchers in identify tendencies that emerge in each variables before done testing continued.

Stages next is presentation assumption test results classic and testing hypothesis. Test assumptions classic done for ensure that the data meets condition statistics needed for the results analysis more valid. After that, testing hypothesis used for know whether there is influence or significant relationship between the variables studied. With thus, the whole the results presented in part This No only describe condition empirical, but also provides runway strong scientific for ongoing research done.

### Results Analysis Descriptive Variables Study

Descriptive statistical analysis of respondents' responses needs to be carried out with objective for see How responsive And evaluation respondents for each variable studied, whether it is good, quite good or not good. Each variable measured or assessed using several indicators which are described in several statements.

### Analysis Descriptive Statistics Variables Performance Employee

Based on Table 2, average score of total responses respondents against 18 statements related evaluation performance employee reached 3.46 points. The number This show that in a way overall performance employee Regional Development Planning Agency Kampar Regency is classified as good, but not yet reach optimal level. This is reflected from aspect quality results work, work target achievement, time settlement tasks, abilities Work same, efficiency costs, as well as implementation supervision in agencies said. Performance employees who are not performing optimally can be seen from their abilities utilise facility office and budget in a way

wise. Many employees still do use equipment office, such as laptops, for needs private outside interest work, which has been become habits. Besides that, other factors that hinder optimization performance is a feeling of not comfortable consequence supervision strict during work, which makes employee feel stressed so that results Work they No maximum.

**Analysis Descriptive Statistics Variables Training**

Of the 15 statements that assess style leadership transformational, there is two statement with the highest average score, namely statement the first to mention that leadership always show integrity tall in his actions, and the 14th statement stating that employee very trust leadership Because his strong attitude and personality. With Thus, the implementation style leadership transformational in the agency This has walk good, which is assessed from aspect Ideal Influence (Idealized Influence), Motivation Inspirational (Inspirational Motivation), Stimulation Intellectual Stimulation, Individualized Consideration, and Charisma that Can Connected (Attributable Charisma).

**Analysis Descriptive Statistics Variables Environment Work**

Environment Work covers all aspects that exist around place Work employees and can influence method they carry out assignment. According to Sunyoto (2015), environment Work is all things around workers who can impact on implementation the task being carried out. This is No only limited to objects physique or people around, but also includes various atmosphere and other influencing factors workers. In study this, assessment environment Work done use a number of detailed indicators in a number of statement, with every statement assessed use Likert scale. Response respondents to related statements with variables environment Work can from two tens statement Which used for evaluate environment work on study This, statement to four twelve give score average response.

The highest number of respondents, where fourteen statements stated that "I feel supported by my superiors in carrying out my duties." This result explains that in general there is a good working relationship between superiors and employees, so that the work environment becomes more conducive. However, the condition of the work environment that is still not optimal is the statement "I feel safe during is at in environment Work". Statement This has the lowest average score. This means that in carrying out tasks or completing work, Kampar Regency Bappeda employees generally still feel insecure in carrying out their work. This indicates Still Not yet conducive environment Work from aspect job security.

**Interpretation Results**

Results processing data for regression linear multiple Which aim see the influence variables training, leadership transformational and environment work on employee performance at the Kampar Regency Bappeda can be seen in Table 2 below this:

**Table 1. Summary Results Regression Linear Multiple**

Variables	Coefficients	t-test	Sig
Constant (β0)	46,952	-	--
Training (X1)	0,520	3,796	0,001 Significant
Leadership Transformational (X2)	0,623	2,697	0,023 Significant
Environment Work (X3)	0,419	3,612	0,002 Significant
F = 15,629	sig = 0,000		

Source: Data Processing Results, 2025

From Table 2. In on can the multiple linear regression equation is made as follows:

$$Y = 46,952 + 0,520.X_1 + 0,623.X_2 + 0,419.X_3$$

Based on context research that has been discussed previously (regarding factors that influence performance employees at Bappeda Kampar Regency), the equation This is a multiple linear regression model that describes connection between variables dependent (Y) and variable independent ( $X_1$ ,  $X_2$ ,  $X_3$ ). I will assume that:

- Y represent Performance Employees (as variables dependent, which is measured through indicator like quality results work, target achievement, efficiency working time same, savings costs, and supervision, with average score around 3.46 points from Likert scale).
- $X_1$  represent Training (variable independent first, which includes aspect like need training, planning, relevance materials, methods, participation, evaluation, and impact, with average score 3.48 points).
- $X_2$  represent Leadership Transformational (variable independent second, which includes dimensions like ideal influence, motivation inspirational, stimulating intellectual, individual consideration, and charisma, with average score 3.51 points).
- $X_3$  represent Environment Work (variable independent third, which includes aspect physical, social, and psychological like comfort, security, relationships between employees and culture organization, with assumptions similar average scores based on context).

Assumptions This based on the description variables from previous data Tables 2. If variables This different interpretations need adjusted, but I will continue with context This For depth analysis. Interpretation will done in a way be careful, follow principles statistics multiple linear regression, with consider assumptions classic (like linearity, independence, homoscedasticity, and normality of residuals) which have been tested in research (as in Tables IV.6 and IV.7 for validity instrument). I will discuss interpretation in a way structural: start from meaning overall model, interpretation coefficient individual, implications practical, limitations, and recommendations.

### Meaning Overall Regression Model

The equation  $Y = 46,952 + 0,520.X_1 + 0,623.X_2 + 0,419.X_3$  is form estimate from the multiple linear regression model, which is obtained through Ordinary Least Squares (OLS) method or similar, to minimize error prediction. This model state that performance employee (Y) is affected linearly by combination training, leadership transformational, and environmental Work.

Constant (Intercept) = 46.952: This is mark prediction Y when all variables independent variables ( $X_1$ ,  $X_2$ ,  $X_3$ ) are zero. In context this, if No There is training, leadership transformational, or environment supporting work (which is hypothetical impossible in reality organization, but useful for baseline), performance employee estimated reached 46,952 units (assuming the units are total score of instrument measurement, for example amount score of 17 valid items for Y, with Likert scale 1-5). This value relatively high, indicating existence factor intrinsic or performance baseline strong employees at Bappeda Kampar Regency, maybe influenced by senior experience (majority age > 40 years and work experience > 20 years) or other factors that are not entered in the model (such as motivation intrinsic or compensation). However, the interpretation constant must Be careful Because the value of  $X=0$  is possible No realistic; this more as point reference mathematical than prediction practical.

Coefficient Regression (Slope): All coefficient positive (0.520; 0.623; 0.419), indicating connection positive between each X with Y. This means that an increase in  $X_1$ ,  $X_2$ , or  $X_3$  will increasing Y, ceteris paribus (assumption other variables remain constant constant). This model explain that third variables independent in a way together contribute to improvement performance, with order influence strongest from  $X_2$  (leadership), followed by  $X_1$  (training), and  $X_3$  (work environment). For evaluate significance, we need check the t test or p-value (which is not given here), but valid model assumptions based on testing hypothesis previously.

Model Strength: No  $R^2$  value (coefficient determination), difficult determine how much good model explains Y variation. However, based on context research (with validity high instruments, except one item in Y), this model possibility has a moderate  $R^2$  until high, considering variables This relevant with theory management source Power humans (for example, Vroom's expectancy theory for training, or Bass's theory for leadership transformational).

### **Interpretation Coefficient Individual in a way Deep**

Every coefficient interpreted as marginal change in Y per unit change in X is related to, with other variables remain constant.

Coefficient regression for variable  $X_1$  (Training) of 0.520 indicates that every increase one score unit training (eg from 3.48 to 4.48 on average) will has implications for increasing performance employee amounting to 0.520 units with assumptions other variables remain constant constant (*ceteris paribus*). Findings This indicates that quality more training good — through presentation relevant material, use method learning interactive, as well as giving bait effective feedback, as previously identified as weakness in statement 12— can push improvement aspect performance, in particular in matter efficiency work and target achievement.

The size influence training can categorized at the level moderate. This is show that although training proven play a role in support development skills employees, their contributions No fully dominant. Condition the possibility caused by the presence of senior employees who have own experience Work adequate, so that addition training only give influence limited to improvement performance they.

### **Implications Practical and Theoretical**

Implications Practical. Findings study This give directions strategic for Regional Development Planning Agency in formulate priority intervention. Efforts main need directed at strengthening leadership transformational, for example through development programs leadership that emphasizes improvement integrity, charisma, and ability inspiring leaders. Furthermore, the increase quality training employees — especially with add mechanism bait come back after training — will strengthen competence individual.

Aspect thirdly which is also necessary noticed is improvement environment work, such as implementation more rules effective in utilization facility office. Based on results regression, prediction show that improvement one unit in leadership transformational ( $X_2$ ) capable give impact on performance employee by 0.623 units, more big compared to contribution environment work ( $X_3$ ) of 0.419 units. Therefore that, allocation source Power will more optimal if focused moreover first on the aspect leadership.

## **CONCLUSION**

Based on results data analysis and discussion, can concluded as following:

1. Influence Training to Performance Employee  
Training own impact significant to performance employees at Bappeda Kampar Regency. Relevant and sustainable training programs proven capable increase competence, productivity, and professionalism employee in carry out tasks they.
2. Influence Leadership Transformational to Performance Employee  
Leadership transformational give influence positive to performance employee. Approach leadership that inspires, motivates, and provides attention individually proven push improvement performance employee to more optimal direction.

3. Influence Environment Work to Performance Employee  
Environment work also has influence significant to performance employees. Atmosphere comfortable, clean, organized, and supportive work activity Work give contribution positive to effectiveness and efficiency performance employee.
4. Influence Simultan Third Variables to Performance Employee  
In a way together, training, leadership transformational, and environmental Work own influence positive and significant to performance employees at Bappeda Kampar Regency. This is show that third factor the is element strategic needs managed in a way integrated For increase performance Apparatus State Civil Servants (ASN) in the environment Regional Development Planning Agency Kampar Regency.
5. Domination Leadership Transformational  
Leadership transformational become the most dominant factor in influence performance employees at Bappeda Kampar Regency compared with training and environment Work.

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