



## The Influence of Leadership and Human Resource Management on Employee Performance at the Housing, Settlement Areas, and Environmental Office of Sibolga City

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### ABSTRACT

This study aims to determine whether there is an influence of leadership and human resource management on employee performance at the Housing, Settlement Areas, and Environmental Office of Sibolga City. This research uses an associative causal research design with quantitative data presentation. The population consisted of 439 employees, and the sample was determined as 15% of the total population, resulting in 66 respondents. The data were analyzed using the multiple linear regression analysis method with the assistance of the SPSS data processing application. The results of the study indicate that the correlation between the leadership variable and the human resource management variable with the employee performance variable obtained values of 0.753 and 0.699, which are categorized as very strong and strong correlations. The coefficient of determination shows that leadership and human resource management simultaneously influence employee performance by 64.7%. Furthermore, the t-test results show significant values of 5.588 for leadership and 4.089 for human resource management, where these values are greater than the t-table value of 1.998. Therefore, since t-count > t-table, it can be concluded that the variables of leadership and human resource management have a positive and significant partial effect on employee performance.

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## INTRODUCTION

Achieving organizational goals is not as easy as turning one's palm. One of the important capitals in realizing these goals is effective human resource management and employee loyalty. In other words, human resource management reflects the quality of a complete and integrated system that demonstrates the capability to maintain authority, integrity, and organizational effectiveness. The success of an organization does not only depend on the mindset of its members, but also on the presence of a leader who possesses strong leadership abilities to coordinate and influence the thoughts and actions of all members. Leadership can be defined as a person's ability to influence, direct, guide, and regulate individuals or groups in order to achieve predetermined goals. Leadership is also a process of interaction between leaders and followers aimed at achieving desired outcomes. According to Suci Febrian Dini (2019:97), the results of her research indicate that leadership style has a significant influence on employee performance.

A successful leader is one who possesses inspiring leadership and is able to motivate others to achieve organizational objectives. Effective leaders are also capable of solving complex problems creatively. In addition to good leadership, another important factor that organizations must consider is human resource management. The main objective of human resource management (HRM) is to optimize the potential and contribution of employees in achieving organizational goals effectively and efficiently. This objective includes increasing productivity, achieving competitive advantage, creating a positive work environment, and reducing employee turnover. Efforts to improve the quality of human resources within an organization will have a direct impact on improving employee and organizational performance. Nur Selviana (2018) in her research explained that human resource development has a positive (2.377) and significant (0.020) effect on employee performance. In other words, human resource development significantly improves employee performance at the Regional Financial Management Agency (BPKD) Office of Takalar Regency.

Performance appraisal is a process of evaluating employee performance over a certain period of time with the aim of measuring how well employees perform their duties compared to predetermined standards. This process involves reviewing, assessing, and communicating employee performance while also providing feedback to improve future performance. The main purpose of performance appraisal is to identify and improve employee performance, as well as to serve as a basis for decision-making related to career development,

compensation, and training. Performance appraisal provides many benefits for both employees and organizations. In general, these benefits include improving work quality, increasing productivity, supporting career development, and enabling more effective decision-making in order to achieve optimal employee performance outcomes.

**METHODS**

This study employed a quantitative approach with an explanatory research design. The population in this study consisted of 439 employees. Based on the sampling criteria, 15% of the total population was selected as the sample, resulting in 66 respondents. Data were collected through observation, interviews, and questionnaires. The data analysis technique used in this study was multiple linear regression analysis, with the regression equation formulated as  $Y = \alpha + \beta_1X_1 + \beta_2X_2 + \varepsilon$ , where Y represents employee performance, X<sub>1</sub> represents leadership, X<sub>2</sub> represents human resource management, α represents the constant, β<sub>1</sub> and β<sub>2</sub> represent the regression coefficients, and ε represents the error term.

**RESULTS AND DISCUSSION**

**Results**

**Classical Assumption Test**

**Normality Test**

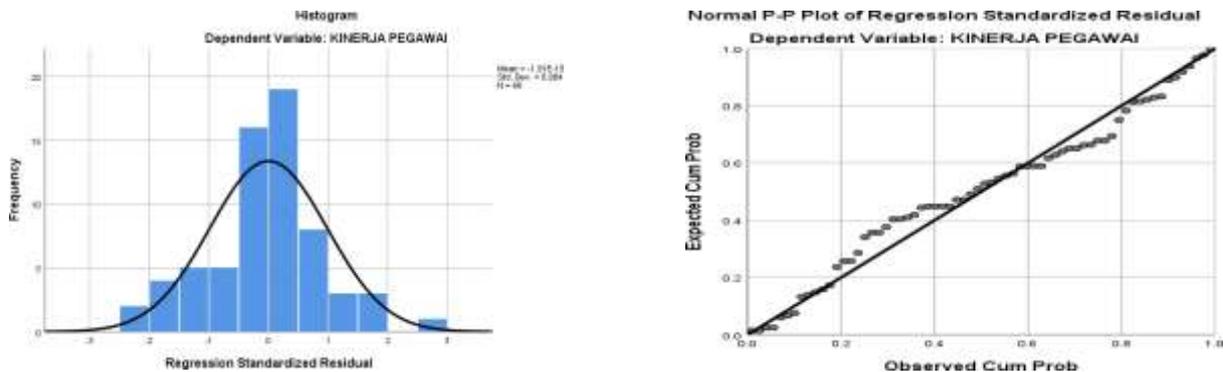


Figure 1. Normality Test

Based on the histogram figure above, the variables are normally distributed. This is indicated by the distribution of data that does not skew to the left or to the right. In addition, the Normal P–P Plot figure shows that the data points are spread around and follow the diagonal line. Therefore, it can be concluded that the data obtained in this study are normally distributed.

**Multicollinearity Test**

The results of the multicollinearity test can be seen in Table 1.

Table 1. Multicollinearity Test

Independent Variables	Tolerance	VIF	Description
Leadership (X <sub>1</sub> )	0.626	1.596	No multicollinearity
Human Resource Management (X <sub>2</sub> )	0.626	1.596	No multicollinearity

It is known that all VIF values are less than 10 and the tolerance values are greater than 0.1. This indicates that multicollinearity does not occur in the regression equation used in this study. Therefore, it can be concluded that the multicollinearity assumption has been fulfilled.

**Heteroscedasticity Test**

The results of the heteroscedasticity test can be visualized in Figure 2.

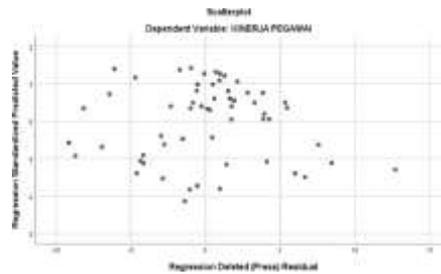


Figure 2. Heteroscedasticity Test

Based on the scatterplot figure, it can be observed that heteroscedasticity does not occur. This is indicated by the absence of a clear pattern and the data points being randomly scattered above and below the value of 0 on the Y-axis. Therefore, it can be concluded that the heteroscedasticity test assumption has been fulfilled.

**Multiple Linear Regression**

Table 2. Output of Regression Coefficients and t-Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.543	3.550		.435	.665
Leadership	.570	.102	.520	5.588	.000
Human Resource Management	.420	.103	.381	4.089	.000

a. Dependent Variable: Employee Performance

Thus, the multiple linear regression equation obtained is  $Y = 1.543 + 0.570X_1 + 0.420X_2$ , which can be explained as follows. First, the constant value ( $b_0$ ) = 1.543, meaning that if all independent variables have a value of zero (0), the dependent variable will have a value of 1.543. In other words, employee performance will remain constant at 1.543 if it is not influenced by leadership ( $X_1$ ) and human resource management ( $X_2$ ). Second, the leadership variable ( $b_1 = 0.570$ ) has a positive effect on employee performance, meaning that if leadership increases by one unit, employee performance will increase by 0.570 units. Conversely, if leadership decreases, employee performance will also decrease, assuming the other independent variables remain constant. Third, human resource management ( $b_2 = 0.420$ ) also has a positive effect on employee performance, indicating that if human resource management increases by one unit, employee performance will increase by 0.420 units. On the other hand, if human resource management decreases, employee performance will also decrease, assuming the other independent variable ( $X_1$ ) remains constant.

**Coefficient of Determination Test**

The results of the coefficient of determination test can be seen in Table 3.

Table 3. Coefficient of Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.811 <sup>a</sup>	.658	.647	4.04823	2.092

a. Predictors: (Constant), Human Resource Management, Leadership

b. Dependent Variable: Employee Performance

The coefficient of determination value obtained is 0.647 or 64.7%, which means that employee performance is simultaneously influenced by leadership and human resource management. Meanwhile, the remaining 35.3% of employee performance is influenced by other variables that were not examined in this study.

**t-Test (Partial Test)**

The results of the t-test (partial test) can be seen in Table 4

**Table 4. t-Test (Partial Test)**

Independent Variables	t	Significance
Leadership (X1)	5.588	.000
Human Resource Management (X2)	4.089	.000

Based on Table 4, the explanation can be described as follows. First, the leadership variable has a t-value of 5.588, which is greater than the t-table value of 1.998, and a significance value of 0.000, which is less than 0.05. Therefore, the research hypothesis H<sub>1</sub> is accepted. It can be concluded that the leadership variable has a positive and significant partial effect on employee performance at the Housing, Settlement Areas, and Environmental Office of Sibolga City. Second, the human resource management variable has a t-value of 4.089, which is also greater than the t-table value of 1.998, and a significance value of 0.000, which is less than 0.05. Thus, the research hypothesis H<sub>1</sub> is accepted, indicating that the human resource management variable has a positive and significant partial effect on employee performance at the Housing, Settlement Areas, and Environmental Office of Sibolga City.

**F-Test (Simultaneous Test)**

Table 5. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1985.000	2	992.500	60.562	.000 <sup>b</sup>
1 Residual	1032.454	63	16.388		
Total	3017.455	65			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Human Resource Management, Leadership

Based on the results of the F-test, it is known that the F-count value is 60.6562, which is greater than the F-table value of 3.14, with a significance level of 0.000 or less than 0.05. Therefore, it can be concluded that leadership and human resource management simultaneously have a significant effect on employee performance.

**Discussion**

**The Influence of Leadership and Human Resource Management on Employee Performance**

Based on observations conducted at the Housing, Settlement Areas, and Environmental Office of Sibolga City, the researcher obtained an overview of leadership and human resource management among employees, where these aspects can support employee performance. The implementation of effective leadership and human resource management encourages employees to become more enthusiastic and to have a stronger sense of responsibility. The better the leadership and human resource management applied within the organization, the better the employee performance will be.

To support this statement, based on the questionnaires distributed to respondents, the calculation results were obtained from the responses provided. The results related to the correlation between the Leadership variable (X<sub>1</sub>) and the Human Resource Management variable (X<sub>2</sub>) with the Employee Performance variable (Y) at the Housing, Settlement Areas, and Environmental Office of Sibolga City show a very strong and strong relationship. This can be seen from the correlation values where variable X<sub>1</sub> obtained a value of 0.753 and variable X<sub>2</sub> obtained a value of 0.699.

Furthermore, from the results of the coefficient of determination test, it can be seen that the adjusted R-square value obtained is 0.647. This means that 64.7% of the employee performance variable (Y) at the Housing, Settlement Areas, and Environmental Office of Sibolga City is simultaneously influenced by leadership and human resource management, while the remaining 35.3% of employee performance is influenced by other variables that were not examined in this study.

Next, the influence of leadership on employee performance can be seen from the t-test results, where the t-count value of the leadership variable (5.588) is greater than the t-table value (1.99834) and the significance value is less than 0.05, namely 0.000. Therefore,  $H_1$ , which states that the leadership variable has a positive and significant partial effect on employee performance, is accepted, while  $H_0$ , which states that leadership does not have a positive and significant partial effect on employee performance, is rejected. Thus, it can be concluded that leadership has a positive and significant partial effect on employee performance at the Housing, Settlement Areas, and Environmental Office of Sibolga City.

Meanwhile, the influence of human resource management on employee performance (Y) can also be seen from the t-test results, where the t-count value of the human resource management variable (4.089) is greater than the t-table value of 1.998, and the significance value is less than 0.05, namely 0.000. Therefore,  $H_1$ , which states that the human resource management variable has a positive and significant partial effect on employee performance, is accepted, while  $H_0$ , which states that human resource management does not have a positive and significant partial effect on employee performance, is rejected. Thus, it can be concluded that human resource management has a positive and significant partial effect on employee performance at the Housing, Settlement Areas, and Environmental Office of Sibolga City.

### CONCLUSION

Based on the results of the study, it can be concluded that employee performance is simultaneously influenced by leadership and human resource management, with a coefficient of determination of 64.7%. The effect of leadership and human resource management on employee performance shows significant values of 5.588 and 4.089 respectively, where these values are greater than the t-table value of 1.998. Therefore, since  $t\text{-count} > t\text{-table}$ , it can be stated that the variables of leadership and human resource management have a positive and significant partial effect on employee performance. Furthermore, the results of the F-test show that the F-count value of 60.6562 is greater than the F-table value of 3.14 with a significance level of 0.000 or less than 0.05, indicating that leadership and human resource management simultaneously have a significant effect on employee performance. The multiple linear regression equation obtained is  $Y = 1.543 + 0.570 X_1 + 0.420 X_2$ , which indicates that the variables of leadership and human resource management show a positive trend toward improving employee performance.

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