

THE EFFECT OF LEADERSHIP STYLE, WORK ENVIRONMENT, WORK DISCIPLINE, AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT THE SECRETARIAT OF THE REGIONAL PEOPLE'S REPRESENTATIVE COUNCIL (DPRD) OF SUNGAI PENUH CITY

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ABSTRACT

This study aims to determine the effect of Leadership Style, Work Environment, Work Discipline, and Motivation on Employee Performance at the Secretariat of the Regional House of Representatives of Sungai Penuh City, both partially and simultaneously. This research adopts a quantitative approach involving 32 respondents. The data were collected through a questionnaire that had been tested for validity and reliability. The data analysis method used is multiple linear regression supported by classical assumption tests, t-test, F- test, and the coefficient of determination (R^2). The results show that the research instrument is valid and reliable, as indicated by corrected item-total correlation values above the r-table threshold and Cronbach's Alpha values exceeding 0.7. The classical assumption tests reveal that the data are normally distributed, free from multicollinearity, and homogeneous. Partially, Leadership Style, Work Environment, Work Discipline, and Motivation significantly affect Employee Performance. Simultaneously, these four variables significantly influence Employee Performance with a significance value of 0.000. The Adjusted R Square value of 0.949 indicates that 94.9% of the variation in Employee Performance can be explained by these variables, while the remaining 5.1% is influenced by other factors not examined in this study. The findings conclude that improvements in employee performance are strongly influenced by leadership quality, workplace conditions, work discipline, and employee motivation. These factors should be emphasized by the Secretariat of DPRD Sungai Penuh City to enhance organizational effectiveness and employee productivity.

Keywords: Leadership Style, Work Environment, Work Discipline, Motivation, Employee Performance.

INTRODUCTION

Employee performance is a fundamental element in improving the quality of public services in government agencies. Public demands for fast, accurate, and responsive services are increasing, so public sector organizations are required to ensure that all their employees perform optimally. Armstrong (as cited in Simanjuntak et al., 2023) explains that employee performance is the result of behavior directed toward achieving organizational goals, influenced by competence, motivation, discipline, and the quality of the work environment. This perspective indicates that performance is determined not only by individual ability but also by accompanying managerial and organizational factors

One strategic factor influencing employee performance is leadership style. Robbins and Judge (Robbins, S. P., & Judge, 2020) state that effective leaders not only provide direction but are also capable of offering motivation, emotional support, clarity of goals, and positive interpersonal relationships. Meanwhile, Yukl (2018) explains that modern leadership encompasses behaviors such as setting an example, providing feedback, and facilitating problem-solving. When leadership is ineffective for instance, due to poor communication, inconsistency, or a lack of adequate guidance employee work behavior can be disrupted, leading to a decline in performance.

Rigid and overly formalistic leadership tends to create a distance between superiors and subordinates. In such situations, civil servants may perform their duties mechanically without any incentive to innovate or improve service quality. Conversely, leaders who can serve as *role models*, open channels for dialogue, and provide moral and administrative support to employees will help create a productive and conducive work environment. Leaders with a transformational style, for example, are able to inspire subordinates through a shared vision and the ability to motivate emotionally. However, a transactional leadership style remains necessary within a bureaucratic context to ensure compliance with rules, procedures, and service standards.

Beyond leadership, the work environment plays a crucial role in supporting productivity. Chandrasekar (as cited in Pitoyo & Handayani, 2022) found that a comfortable, safe, and conducive work environment can enhance focus and reduce work-related stress. More recently, O'Neill and Wymer (2021) explained that a modern work environment must be able to combine ergonomic aspects, supportive technology, and a healthy psychological atmosphere. In the context of the government agency studied, it was found that cramped workspaces, limited equipment, and noisy conditions during certain hours have the potential to hinder employee work effectiveness. The physical work environment encompasses office facilities, adequate space availability, access to information technology, and workplace comfort.

Interpersonal relationships among employees also influence the work atmosphere. When social fragmentation occurs within an organization for example, between senior and junior staff, or between departments with differing workloads the potential for conflict may increase and affect collective performance. Closed communication patterns or the presence of a *silenced* culture can also hinder employees from voicing ideas or addressing the operational challenges they actually face. In this context, the work environment is not merely the physical setting where work takes place, but a psychological determinant that can either strengthen or weaken employee performance.

The next factor is work discipline. Armstrong (in Simanjuntak et al., 2023) states that discipline refers to employees adherence to standard operating procedures (SOPs), work rules, and organizational regulations, which are critical to the success of

work processes. Wibowo in (Roshida & Paskarini, 2021) reinforces this view by stating that discipline is a form of responsibility reflected through punctual attendance, task completion in line with targets, and adherence to organizational policies. The phenomenon of declining discipline in previous employee performance data indicates that the aspect of discipline remains an area requiring serious attention. Discipline can no longer be narrowly defined as adherence to working hours but is more closely tied to a commitment to completing tasks with high quality even under significant work pressure. However, the reality of bureaucracy shows that not all employees possess the same level of discipline. Lack of discipline can manifest as tardiness, a lack of responsibility toward tasks, or failure to follow administrative procedures. Factors influencing discipline can stem from within the employee or from the organizational environment. If leaders fail to set an example, or if the reward and punishment system is not consistently enforced, employees tend to lose their commitment to disciplined behavior which is the foundation of public sector performance.

Furthermore, work motivation is a psychological aspect that significantly determines the quality of performance. Motivation can be divided into intrinsic and extrinsic motivation. Intrinsic motivation relates to the meaning, value, and satisfaction felt by employees in performing their duties. Employees who realize that their work directly contributes to the smooth functioning of the local democratic process typically have strong motivation to provide the best service. They feel that their role is crucial in maintaining the quality of local legislative functions. However, extrinsic motivations such as awards, allowances, performance evaluations, and career development opportunities are equally important. Employee motivation can decline when they feel unappreciated, do not receive recognition for their hard work, or when the organizational structure does not provide opportunities for professional development.

Work motivation is a psychological variable that also influences performance. Deci and Ryan (2017), through *Self-Determination Theory*, emphasize that motivation is divided into intrinsic motivation (internal drives such as satisfaction, meaning, and self-development) and extrinsic motivation (influences of incentives, rewards, and pressure). Robbins and Judge (as cited in Agung & Gayatri, 2025) add that motivation can be enhanced through the provision of clear goals, employee involvement in decision-making, and effective communication. If employees lack proper motivation, productivity and work quality will tend to decline. Based on the explanation of all these factors, every employee across all agencies including, without exception, employees at the Secretariat of the Sungai Penuh Regional People s Representative Council

Definition of Performance

According to Reni Chairunnisah et al. (Febriyanti, 2025), employee performance is defined as an employee who performs their functions in accordance with the responsibilities assigned and succeeds in terms of both quality and quantity. Performance is not merely about whether an employee performs tasks, but also whether the results meet standards in both quantity and quality, as well as whether the tasks are carried out in accordance with the responsibilities inherent in the position. Furthermore, Fachrezi & Khair (as cited in Setiadi & Ratnawati, 2025) define employee performance as the results of work achieved over a specific period of time. This definition emphasizes two key points: the results of the work and the fact that these results are measured within a specific timeframe, indicating that performance is something that is measured periodically (not a static trait).

According to Marhawati in (Wijaya et al., 2023), performance is the quality of an employee s work output in carrying out their duties over a specific period, through work

processes that align with company standards. Here, the aspect of work processes aligned with standards is highlighted not just the final outcome, but also how tasks are executed. This is particularly relevant when organizations require procedures, operational standards, and accountability (e.g., in the public sector).

Employee performance refers to the extent to which an employee carries out the duties and responsibilities entrusted to them over a specific period not only in terms of the volume or quantity of work completed, but also the quality of the results and the manner in which tasks are completed (procedures, standards, work behavior). Thus, performance is not merely what is produced, but also how it is produced. Outputs and work processes (inputs and methods) are both important and must align with organizational responsibilities and standards.

Employee performance is the work achieved by an employee in carrying out their duties and responsibilities, encompassing aspects of quality, quantity, timeliness, efficiency, and cooperation among employees or between work units. In an administrative and coordinative secretariat environment, performance is not only measured by the number of documents or meetings completed but also by the smooth flow of administrative processes, interdepartmental coordination, and the productivity of managing documents and meetings in a timely and accurate manner (Rahmasari et al., 2022; Faizi et al., 2024).

Operationally, these variables are measured through employees perceptions or supervisors evaluations of: (1) work quality the extent to which work outcomes align with established standards; (2) work quantity the volume of administrative tasks completed within a specific period; (3) timeliness how frequently tasks, documents, or meetings are completed on schedule; (4) efficiency the ability to complete tasks with optimal use of time and resources; and (5) cooperation and communication the ability to collaborate among employees/work units and the effectiveness of communication in carrying out tasks. These dimensions are important because secretariats often function as liaisons between work units and the backbone of an organization's administration. Therefore, high performance is not just about how much but also how well and how smoothly. Furthermore, according to Anwar in (A. A. Anwar Prabu Mangkunegara, 2017), performance is the quality and quantity of work achieved by employees in carrying out their duties in accordance with the responsibilities assigned to them. Indicators such as the volume of work produced, work quality, timeliness, attendance, teamwork ability, effectiveness, and the ability to overcome work obstacles reflect the dimensions of quantity, quality, timeliness, and collaboration.

Furthermore, research conducted by Falah and Wahyono (Prahasti & Wahyono, 2018) states that leadership style has a positive influence on employee performance, although its contribution to performance is among the smallest (4.5%) compared to other variables such as organizational culture and job satisfaction. More specifically, leadership style has a direct, positive, and significant impact on employee performance; in other words, the better the leadership style in an organization, the better the resulting employee performance. Research by Falah & Wahyono (2019) indicates that employee performance is significantly influenced by leadership, motivation, discipline, and the work environment simultaneously. Effective leaders who are able to guide, support, and motivate subordinates will help foster higher job satisfaction, which in turn leads to an improvement in overall employee performance.

Based on the definitions from the theory outlined above, we can conclude that employee performance must be measured in a multidimensional manner: quantity, quality, and behavioral/work process aspects. For government organizations or

bureaucracies (such as legislative secretariats), process and behavioral aspects are particularly important because tasks often involve public service, coordination, accuracy, adherence to procedures, and institutional accountability. Employee performance is the work output achieved by an individual in carrying out tasks in accordance with the responsibilities assigned.

In their study, Setia Aminah et al. (Windy et al., 2023) investigated how *the work environment and work* motivation influence employee performance. The results indicate that both have a positive and significant effect on employee performance in the organizations studied. A conducive work environment and high work motivation such as management support, adequate work facilities, a positive work atmosphere, and internal employee motivation are correlated with increased productivity and work effectiveness. This means that when employees feel comfortable, safe, and motivated at work, they tend to perform more effectively and achieve better results. Furthermore, in this study, the authors evaluate several factors work environment, compensation, career development, and *self-actualization* as determinants of employee performance. The results indicate that these factors collectively contribute to performance not just compensation or the work environment alone. Compensation and career opportunities provide external incentives; the work environment offers supportive conditions; while self-actualization relates to employees need to grow, feel valued, and find meaning in their work. Together, these factors encourage employees to perform better.

Nilaywati, Lumbanraja & Sadalia (Adinugroho, 2023) in their study *examined the effects of supervision* (close supervision) and compensation on employee performance, while considering the mediating role of other factors. The results of the study indicate that compensation influences employee performance, whereas on-the-job supervision does not have a significant direct effect on performance. These findings suggest that while supervision can be part of organizational control, compensation specifically rewards or incentives plays a greater role in driving performance.

Irawan, Prastyowati, and Astuti (Irawan et al., 2025) examined the effects of the work environment, compensation, and motivation on performance. The results indicate that all three variables have a positive effect on employee performance within the agency. This confirms that even in the public sector which is often characterized by regulations and bureaucracy fundamental factors such as compensation, working conditions, and motivation remain crucial in determining how well employees perform. Theoretically, employee performance is influenced by leadership style, work environment, work discipline, and employee motivation: clear leadership guides tasks, a supportive work environment facilitates task execution, discipline ensures processes follow procedures, and motivation drives employees not only to meet but also to exceed standards. A study conducted in the Indonesian public sector found that variables such as motivation, work environment, and discipline simultaneously have a significant influence on performance (Faizi et al., 2024). This confirms that improving secretariat performance requires a holistic approach that combines personal factors (motivation and discipline) and situational factors (leadership and work environment).

From the studies above, it can be concluded that employee performance is influenced by a combination of external and contextual factors, such as the physical and psychological conditions of the workplace (work environment), compensation, and organizational culture. Incentive factors and psychological needs such as fair compensation, career development opportunities, self-actualization, training, and intrinsic motivation are crucial in determining whether employees will deliver optimal performance. Organizational structure and HR policy factors, such as training, work

culture, and reward systems, can serve as important enablers for employees to perform effectively.

In their study, Roring et al. (2023) used six aspects to measure employee performance: work quantity, work quality, timeliness, attendance, teamwork ability, and work commitment. Using a comparative approach between civil servants (ASN) and temporary workers (THL), this study concluded that the performance of both ASN and THL employees, when viewed through these six aspects, does not show significant differences. This means that these indicators are considered sufficiently representative to reflect employee performance comprehensively: not only in terms of work output (quantity/quality) but also in terms of behavioral aspects (punctuality, attendance, collaboration, and commitment).

Juwenah Juwenah & Firman Hidayat (Juwenah & Hidayat, 2021) evaluated the formulation of performance indicators in the LAKIP document using an ongoing performance management approach. This study emphasizes that performance indicators must be aligned between planning (RPJMD, RKPD, TAPKIN) and reporting (LAKIP) meaning that performance indicators are not merely a formality, but must be relevant, measurable, and consistent throughout the entire planning and evaluation cycle. This indicates that performance indicators in the context of public administration need to be designed systematically and aligned with the organization's strategic objectives not merely selecting popular indicators without contextual analysis. Falah & Wahyono (2019) identified five key indicators for measuring employee performance: quantity, quality, punctuality, attendance, and *collaboration/cooperation*. The use of these indicators demonstrates that even though times have changed, fundamental parameters such as output, attendance, and collaboration remain relevant especially for public organizations where accountability, attendance, and teamwork are crucial.

Leadership style is a pattern of behavior used by a leader to guide, influence, and motivate subordinates to effectively achieve organizational goals. In the context of public organizations such as regional secretariats, leadership style plays a crucial role in creating a productive, collaborative, and results-oriented work culture. Effective leadership emphasizes not only supervision and instruction but also the ability to inspire, foster two-way communication, and provide space for employee participation (Khassawneh & Elrehail, 2022).

In a recent literature review, Puspita Puji Rahayu & Menik Tetha Agustina (Rahayu, P. P., & Agustina, 2022) view leadership from a psychological perspective: they state that leadership involves the leader's personality and character specifically, how a leader is able to influence subordinates so that they voluntarily follow, comply, and work together to achieve organizational goals. According to them, the success of leadership is largely determined by the leadership spirit, which encompasses the ability to motivate, set an example, and influence both the thoughts and behaviors of followers. Furthermore, a comprehensive literature review by Robert C. Liden et al. (Liden et al., 2025) in the article *The evolution of leadership: Past insights, present trends* describes leadership as a process of influence, in which leaders interact with subordinates to achieve individual, group, or organizational goals. They emphasize that in the modern context, the definition of leadership continues to evolve it is not merely about giving orders but also involves ethics, authenticity, the ability to facilitate change, and reciprocal relationships with followers. If we synthesize the core elements of the above definitions, leadership is a social and psychological process in which a leader uses influence, communication, character, and sometimes media (including

technology) to motivate and guide individuals or groups to voluntarily collaborate toward achieving shared goals. A leader is not merely a holder of a position or formal authority but a figure capable of inspiring, setting an example, facilitating change, and fostering commitment and cooperation.

In the modern context (including public organizations or government), the concept of leadership has evolved to remain relevant: it now encompasses psychological sensitivity, ethical and authentic leadership, and adaptation to new conditions for example, through e-leadership when organizations utilize communication technology. Modern leadership cannot be narrowly defined as someone who gives orders. Contemporary definitions emphasize influence, motivation, communication, morality/ethics, and interpersonal relationships. An effective leader is someone who can combine interpersonal **and** intrapersonal skills (personality, integrity, character) with contextual and adaptive abilities capable of interacting with, influencing, and facilitating subordinates in various situations, including the digital age. For organizations both private and public understanding leadership as a socio-psychological process enables more humane, participatory, and responsive human resource management strategies to the changing times.

I Wayan Gde Sarmawa (I Wayan Gde Sarmawa, 2020) defines leadership style as the way a leader provides direction, implements strategies, and motivates individuals to achieve organizational goals. In this article, the two styles emphasized are transformational leadership and transactional leadership. According to him, the transformational style focuses on inspiring, motivating, and fostering commitment among subordinates so that they are willing to work beyond expectations; whereas the transactional style is based on a reward-punishment system, task assignment, and supervision suitable for organizations that emphasize procedures and measurable targets. This means that the choice of leadership style will influence how subordinates are motivated and how work outcomes and discipline are achieved. Furthermore, Siregar et al. (2023) evaluated the impact of transformational leadership style on the performance of millennial employees. The research findings indicate that the transformational style has a positive and significant effect on millennial employees performance. The study emphasizes that transformational leadership is ideal for the younger generation because through inspiration, motivation, and a shared vision, leaders can enhance subordinates loyalty, commitment, and productivity. Thus, the transformational style remains relevant in the modern era, particularly for organizations with millennial employees or those characterized by the traits of the new generation.

Modern leadership theory emphasizes two main approaches: transformational leadership and transactional leadership. Transformational leadership focuses on a leader's efforts to foster motivation, build a shared vision, and develop subordinates potential through inspiration and exemplary behavior. Conversely, transactional leadership is more oriented toward an exchange relationship where performance is balanced with rewards and sanctions (Wuryaningrat et al., 2024). In the public sector, the transformational approach is considered more relevant because it can enhance employees affective commitment and performance through positive emotional engagement with the organization (Zulfaldi & Sulhan, 2023).

Leadership style refers to the behavioral patterns demonstrated by a leader in influencing, directing, and guiding subordinates to achieve organizational goals. Leadership is not merely about issuing orders but also reflects how a leader builds interpersonal relationships, provides motivation, and creates a productive work environment. In the context of modern organizations, leadership style is a critical factor

influencing employees attitudes, motivation, commitment, and performance.

According to the transformational leadership theory developed by Bernard M. Bass and Bruce J. Avolio (Harsoyo, 2022), an effective leader is one who is able to inspire and transform subordinates to work beyond their personal interests for the sake of the organization. Transformational leadership emphasizes a leader's ability to provide inspiration, motivation, individual attention, and intellectual stimulation to subordinates. This model is then measured using the Multifactor Leadership Questionnaire (MLQ), which is widely used in empirical research to measure leadership behavior.

Conceptually, leadership style can be measured through several indicators, including a leader's ability to inspire and motivate employees, provide trust and autonomy in their work, maintain open communication, recognize achievements, and exercise fair and consistent supervision (Febriyanto, 2023). These indicators are frequently used in empirical research to assess the extent to which a leader's behavior influences employee productivity and performance.

Recent research reinforces the view that leadership style is closely linked to employee performance. A study by (Thompson et al., 2021) found that a transformational leadership style focused on empowerment and ethical values can enhance performance by boosting intrinsic motivation. Similar results were also demonstrated by (Jiatong et al., 2022), who concluded that transformational leadership has a significant impact on performance and organizational commitment. Therefore, in the context of secretariat staff, leaders who can combine transformational and participatory values are considered more effective in improving overall performance.

Prawoto (Prawoto, 2022), in the context of educational organizations, demonstrates that the application of a transformational style can foster organizational solidarity and member loyalty through participation, motivation, and voluntarism not merely through control or command. This style allows organizational members to feel valued and develop a sense of ownership toward shared goals, which in turn enhances commitment and support for the organization's vision and mission. This indicates that leadership style is not merely about direction and control, but also about shaping culture, spirit, and a shared sense of responsibility.

Furthermore, empirical research conducted by Nguyen Hai Thanh et al. (Thanh & Quang, 2022) indicates that leadership styles, particularly transformational leadership, have a significant influence on employee engagement and commitment. The study explains that leaders who are able to inspire, motivate, foster open communication, and recognize subordinates' achievements tend to boost work morale and organizational productivity. This indicates that positive leadership behaviors can foster harmonious work relationships and enhance overall employee performance.

Based on the theoretical framework and research findings, the leadership style indicators in this study refer to the characteristics of transformational leadership, namely: (1) the supervisor's ability to inspire subordinates, (2) the ability to motivate subordinates to achieve work targets, (3) placing trust in subordinates to complete tasks, (4) clarity in delegating authority, (5) maintaining open communication with subordinates, and (6) recognizing subordinates' work achievements. These indicators reflect the dimensions of *idealized influence*, *inspirational motivation*, and *individualized consideration* as described in transformational leadership theory.

Thus, the leadership style in this study is understood as the behavior of a leader who is able to influence, motivate, and empower employees through inspiration, motivation, effective communication, and recognition of performance, thereby leading

to improved employee performance.

Furthermore, the concept of participatory leadership is also important to consider within the context of government bureaucracy. Participatory leaders tend to involve subordinates in decision-making, grant trust, and foster a sense of ownership in their work. This approach has been proven to enhance job satisfaction, accountability, and employee performance (Khassawneh & Elrehail, 2022). Thus, an adaptive and participatory leadership style can create a work environment that supports organizational effectiveness.

The work environment encompasses the overall physical and psychosocial conditions where employees perform their duties, ranging from office facilities, employee relationships, organizational culture, to applicable policies and procedures. When workplace facilities are adequate (comfortable workspaces, good lighting and ventilation, complete equipment) and supported by social components and organizational policies, employees will be able to work more effectively, efficiently, and productively (Arbyan & Riyanto, 2024). Employees perceptions of the work environment are operationalized through several aspects: namely, work facilities, the quality of social relationships among employees and between units, clear and fair organizational procedures, resource support (including technology and training), as well as physical and psychological comfort or safety in the workplace.

In Lasmana s study (Cahyani & Sari, 2026) conducted at a company in Batam, the work environment is defined as the conditions and atmosphere at the workplace encompassing both physical and non-physical aspects, which can influence employee performance. The study s findings indicate that the work environment has a positive and significant impact on employee performance. This means that when the workplace supports employees through physical facilities, working conditions, and work atmosphere they are better able to achieve optimal performance. Mahardhika (Cahyani & Sari, 2026) studied and defined the work environment as one of the key variables influencing employee performance, alongside work culture and individual characteristics. The work environment is understood as the overall internal conditions of an organization, encompassing physical/environmental aspects, social factors, inter-employee relationships, as well as work culture and climate.

Furthermore, Faadillah & Noermijati (Famdan, 2022) define the work environment as working conditions that encompass resources, facilities, atmosphere, and non-physical factors such as work relationships, comfort, and external supporting factors that enable employees to perform well. This work environment was examined in conjunction with motivation to assess employee performance. The results indicate that the work environment influences performance, suggesting that a comprehensive definition of the work environment (physical + non-physical) is relevant in the context of government and public service.

In previous studies, the dimensions of the work environment have been outlined as *the physical environment, social relations, organizational policy, resources and technology, and workplace comfort and safety* (Faadillah & Noermijati, 2023; University, 2023). Theoretically, a good work environment not only helps employees understand task expectations and minimize work barriers but also strengthens the influence of other variables such as leadership style and motivation. For example, when a leader applies a participatory leadership style but work facilities are poor or organizational procedures are overlapping, employee motivation will decline and performance will be difficult to achieve.

Conversely, a conducive work environment increases the likelihood that the right

leadership style and high motivation will actually result in optimal performance. Thus, in the context of a secretariat, work environment variables are crucial: secretariat employees performing administrative and coordination functions require a comfortable physical environment, social support, and supportive policies to carry out their tasks effectively and efficiently.

Limgiani & Lukas Alfaris Suwardi (Dulloh et al., 2024) explore how workplace conditions within an organization influence employee performance. They state that the *work* environment encompasses aspects that can affect comfort, motivation, and work effectiveness whether in terms of facilities, physical conditions, or work atmosphere. If the work environment is supportive (e.g., adequate workspace, sufficient tools, safe and comfortable conditions, positive interactions among employees), employees tend to perform more effectively. Conversely, if the work environment is poor such as inadequate facilities, an uncomfortable atmosphere, or strained relationships performance may decline.

Based on research conducted by Matualaga, Ruru, and Palar (2022), the work environment is one of the key factors influencing employee performance within an organization. The study explains that the work environment is not only related to the physical conditions of the workplace but also concerns a sense of safety, comfort, and the availability of facilities to support employees in performing their duties.

Work discipline is the consistent manifestation of employees awareness and adherence to organizational rules, procedures, and standards ranging from punctual attendance and diligence in completing tasks to accountability for work outcomes. In a secretarial environment, where many tasks are administrative, coordinative, and routine in nature, strong work discipline ensures that every process runs smoothly, avoids delays, and minimizes errors. Recent research indicates that work discipline has a significant positive correlation with employee performance. For example, a study in Indonesia found that work discipline positively influences employee performance in retail management companies (Syamsulaiman & Putri, 2023); another study also found that work discipline and the work environment together significantly influence employee performance (Noviyantia & Asmalah, 2023).

Nilam Cahaya & Tri Inda Fadhila (Estiana et al., 2023) define work discipline as an attitude of respect, appreciation, and adherence to applicable rules both written and unwritten as well as the ability to follow these rules and accept consequences for violations. They emphasize that work discipline is a key variable in determining whether employees can perform their duties professionally and consistently. This definition indicates that discipline is not merely about arriving on time, but also about the willingness to comply with organizational norms and rules, including behavioral standards, service procedures, and responsibilities, as well as commitment to the code of ethics or institutional guidelines. Work discipline is a combination of mental attitude (willingness to comply with rules), behavior (punctuality, consistency), and commitment to organizational norms and procedures. Work discipline significantly influences performance and productivity and can be a key determinant of success for both individuals and organizations. For organizations whether in the private or public sector establishing a system and culture of work discipline (clear rules, supervision, rewards and sanctions, time management) is key to achieving optimal and consistent performance.

RESEARCH METHOD

According to Muri (Nurhayati et al., 2025), correlational research is a type of study

that examines the relationship between one variable and one or more other variables. Similarly, Sumadi (2014:82) states that correlational research aims to detect the extent to which variations in one factor are related to variations in one or more other factors based on the correlation coefficient. Based on these expert opinions, this study analyzes the relationship between leadership style, work environment, work discipline, and motivation on employee performance.

The population and sample in a study play a central and determining role (Muri, 2015:144). The population is the totality of the objects of study that provide an accurate picture of the research. According to Hamid (2014:55), the population is the total number of objects or subjects used as data sources in a study that share the same nature or characteristics. Thus, the population in this study is all civil servants at the Sungai Penuh City DPRD Secretariat.

A research sample is a limited subset of a population a selected and representative portion of that population (Muri, 2015:150). Meanwhile, according to Sugiyono (2017:120), a sample is a subset that shares the same characteristics as the population ; the conclusions drawn from the sample can then be generalized to the entire population.

However, since the sample used comprises the entire population, the sample in this study is identical to the population namely, all 32 (thirty-two) civil servants at the Secretariat of the Sungai Penuh City Regional People s Representative Council, excluding the Secretary of the Sungai Penuh City Regional People s Representative Council.

The sampling technique used in this study is *total sampling* (whole sample); total sampling is a sampling technique where the sample size is equal to the population (Sugiyono, 2017). The reason for using total sampling is that, according to Sugiyono (2017), when the population size is less than 100, the entire population is used as the research sample.

According to Sugiyono (2003:38), research variables are essentially anything in any form that the researcher defines as the subject of study in order to obtain information about it and subsequently draw conclusions. According to Hatch and Farhady (in Sugiyono 2003:38), theoretically, a variable can be defined as an attribute of a person or an object that exhibits variation between one person and another or between one object and another.

RESULTS AND DISCUSSION

After obtaining the research results and conducting regression equation tests, the researcher then attempts to present a discussion of the research findings. The discussion of the research findings is as follows:

The results of this study indicate that all instruments used to measure the variables of Leadership Style, Work Environment, Work Discipline, Motivation, and Employee Performance have met the criteria for validity and reliability. This is evidenced by the corrected item-total correlation values for all statement items being above the table *r* value of 0.349, as well as Cronbach s Alpha values for each variable being above 0.7. These findings confirm that the research instruments possess a high level of accuracy and consistency, thereby effectively capturing the actual conditions of employees at the Secretariat of the Sungai Penuh City Regional People s Representative Council. Thus, the data used in the study are reliable and suitable for the subsequent statistical analysis stages.

The results of the classical assumption tests also indicate that the research data

meet the requirements for multiple linear regression analysis. The Kolmogorov-Smirnov normality test showed significance values for all variables > 0.05 , meaning the data are normally distributed. This is crucial because multiple linear regression assumes that residuals must be normally distributed to ensure more accurate interpretation of the model's results. Additionally, the multicollinearity test indicates that all independent variables have tolerance values above 0.1 and VIF values below 10, suggesting that there are no strong or overlapping relationships among the independent variables. In other words, each independent variable plays a unique role in explaining employee performance. The homogeneity test also showed a significance value > 0.05 , indicating that the data used is homogeneous and has uniform variance. All results of these assumption tests confirm that the regression model used in this study is appropriate and can yield valid conclusions.

Based on the results of the regression analysis, it was found that all independent variables namely Leadership Style, Work Environment, Work Discipline, and Motivation have a positive and significant effect on the performance of employees at the Secretariat of the Sungai Penuh City Regional People's Representative Council. This indicates that an increase in each of these variables will be followed by an improvement in employee performance. The resulting regression equation, $Y = 3.732 + 0.479X_1 + 0.152X_2 + 0.0142X_3 + 0.417X_4$, indicates that Leadership Style has the largest coefficient. This finding indicates that the leader's role in providing direction, motivation, fair supervision, and the ability to inspire employees is the most dominant factor in driving employee performance. Effective leadership serves as a crucial foundation for creating a productive work environment and motivating employees to perform at their best.

The work environment also has a significant influence on employee performance. This is demonstrated by the t-calculated value of 2.316, which is greater than the t-table value. Employees working in a comfortable, safe work environment with adequate facilities tend to have higher levels of concentration and productivity. A conducive work environment can reduce psychological and physical stress and enable employees to work more effectively. These findings align with human resource management theory, which states that a good physical and non-physical work environment plays a crucial role in fostering job satisfaction and enhancing performance quality.

Meanwhile, the Work Discipline variable was also found to have a significant influence on employee performance. Employees with high discipline such as arriving on time, adhering to organizational rules, and consistently completing tasks by the deadline tend to produce more measurable and stable work output. Work discipline reflects an employee's commitment to their responsibilities. These research findings align with the theory that discipline is a key determinant in shaping performance, as it fosters a positive work attitude and reduces employee negligence.

Motivation also makes a significant contribution to improving employee performance. Employees with high motivation whether driven by internal factors or external incentives will demonstrate greater effort in achieving work targets. Motivation serves as the primary driver for employees to work harder, take initiative, and complete tasks with higher quality. A t-value of 3.271 indicates that the influence of motivation on employee performance is very strong. This proves that work incentives such as the desire to achieve, the need for recognition, and the desire to grow and develop play a crucial role in employees' success at work.

Simultaneously, the four independent variables have a significant effect on employee performance, as shown by the F-test results with a significance value of

0.000. This means that Leadership Style, Work Environment, Work Discipline, and Motivation collectively play a major role in improving employee performance. The adjusted R-squared value of 0.949 indicates that 94.9% of the variation in employee performance can be explained by these four variables, while the remaining 5.1% is influenced by other factors not examined in this study, such as compensation, organizational culture, or individual ability. This very high coefficient of determination indicates that the regression model used in this study has excellent predictive power.

Based on the overall findings of the study, it can be concluded that improvements in the performance of employees at the Sungai Penuh City DPRD Secretariat are significantly influenced by leadership quality, workplace comfort, discipline levels, and employee motivation. To achieve optimal employee performance, the organization needs to give balanced attention to strengthening leadership, improving facilities and the work environment, enforcing strict yet fair discipline, and establishing an effective motivation system. These four factors are mutually supportive and serve as a crucial foundation for the sustainable improvement of employee performance

CONCLUSION

Based on the research results outlined in Chapter IV regarding the influence of Leadership Style, Work Environment, Work Discipline, and Motivation on the Performance of Employees at the Secretariat of the Sungai Penuh City DPRD, the following conclusions can be drawn:

1. The research instrument was found to be valid and reliable. All items in the research variables had validity test results above the table r value (0.349) and reliability test results above 0.7. This indicates that the research instrument is suitable for use.
2. The research data met the requirements of classical assumption tests, such as normality, multicollinearity, and homogeneity, making it suitable for processing in multiple linear regression analysis.
3. Leadership style has a significant impact on employee performance. Good leadership can boost employee motivation and productivity.
4. 's Work Environment has a significant impact on Employee Performance . A conducive work environment can improve employee effectiveness and comfort.
5. Work discipline has a significant effect on employee performance. The higher the employees discipline, the higher their performance achievements.
6. Motivation has a significant effect on employee performance. Motivation is a key factor driving improvements in the quality of employees work.

7. Leadership Style, Work Environment, Work Discipline, and Motivation simultaneously have a significant impact on Employee Performance.
8. The research model explains 94.9% of the variation in employee performance, while the remainder is influenced by other variables outside the scope of this study.

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