



The Effect of Work Environment and Leadership on Employee Performance at the Kaur Regency DPRD Secretariat

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ABSTRACT

This study aims to determine the effect of the work environment on employee performance at the Kaur Regency DPRD Secretariat, to determine the effect of leadership on employee performance at the Kaur Regency DPRD Secretariat, and to determine the effect of the work environment and leadership on employee performance at the Kaur Regency DPRD Secretariat. The method of collecting data in this study is using a questionnaire and the method of analysis is multiple linear regression. Based on the results of the study, it was found that the work environment had a significant effect on employee performance at the Kaur Regency DPRD Secretariat because the significance value was $0.000 < 0.05$. Leadership has a significant effect on employee performance at the Kaur Regency DPRD Secretariat because its significance value is $0.016 < 0.05$. The work environment and leadership simultaneously or jointly have a significant effect on employee performance at the Kaur Regency DPRD Secretariat because the significance value is $0.000 < 0.05$.

INTRODUCTION

In order to improve the image and performance of government agencies towards professionalism and support the creation of good governance, it is necessary to unify the direction and views of all levels of government employees which can be used as guidelines or references in carrying out both managerial and operational tasks in all fields of tasks and organizational units of Government Agencies in an integrated manner.

To avoid problems that will arise in carrying out general government tasks, especially those related to efforts to improve service performance to the community, leaders are needed who are able to influence the behavior of their employees or subordinates, so that in carrying out the main tasks and functions of their employees they can help and complete tasks carried

out together in achieving organizational goals. In this era of reform, one of the biggest challenges faced by the government in Indonesia, especially local governments, is how to then present a government apparatus that is professional in nature, has a work ethic and function, and fulfills the aspirations of the community to be free from collusion, corruption and nepotism.

One of the factors that can affect employee performance is the work environment. According to Mangkunegara (2015:105) states that the work environment is all aspects of physical work, psychological work and work regulations that can affect job satisfaction and the achievement of work productivity. Meanwhile, according to Nitisemito (2015:184) the work environment is everything that is around the worker that can affect him in carrying out the tasks assigned to him. Furthermore, Nitisemito (2015:159) states that the work environment can be influenced by the work atmosphere, relationships with coworkers, the availability of work facilities.

In addition to the work environment, leadership factors also influence good performance. Where this leadership is a way or activity carried out by the leader who can direct, encourage, influence the employees he leads in order to realize the goals set by the organization he leads. Kartono (2017:159) suggests that the indicators of leadership are decision-making ability, motivating ability, communication ability, ability to control subordinates, responsibility, and ability to control emotions.

The Kaur Regency DPRD Secretariat is one of the work units within the scope of the district government which has the function of organizing administrative services and providing support for the duties and functions of the Regional People's Representative Council, implicitly required to improve its performance and its staff so as to create an increase in the quality of the role and function of the Secretary and the council and its staff as mediators and facilitators will greatly support the optimization of the effectiveness and efficiency of the role and function of the Kaur Regency DPRD in the context of implementing the Tri Function of DPRD, namely the function of legislation, budget function and supervisory function.

Improving the performance of employees of the Kaur Regency DPRD Secretariat is done by increasing the ability of the apparatus to carry out their duties in serving regional devices so that employee performance will be realized. Good performance is very important for DPRD Secretariat employees, so that each employee can make a positive contribution to achieving organizational goals. According to Mangkunegara (2015:67) provides an understanding of performance, namely the quality and quantity of work achieved by a person in carrying out his duties in accordance with the responsibilities given to him.

In improving employee performance at the Kaur Regency DPRD, the Kaur Regency DPRD Secretariat must pay attention to the work environment and leadership style. However, in its implementation, there are still employees who lack concentration in carrying out activities, often chatting with other coworkers, other things can also be seen from the noise at work caused by arguing or arguing between fellow employees and fellow council members, besides that the leadership does not direct employees at work and the leadership immediately assigns tasks without prior explanation, and the lack of assertiveness of the leadership in reprimanding subordinates who lack discipline.

LITERATURE REVIEW

Work Environment

The work environment in an organization needs to be considered, this is because the work environment has a direct influence on employees, a conducive work environment can improve employee performance and vice versa, an inadequate work environment will affect the decline in employee performance. The condition of the work environment is said to be good if humans can carry out activities optimally, healthily, safely and comfortably. The suitability of the

work environment can be seen as a result over a long period of time. A poor work environment can demand more labor and time and does not support the design of an efficient work system.

Munandar (2010: 133) states that the work environment, especially in the form of good working relationships, can make a way to fulfill the needs of workers to achieve optimal performance. The environment is a work environment where all organizational activities are carried out to achieve goals. The work environment is a situation where a good workplace includes physical and non-physical conditions that can give a pleasant, safe, peaceful impression, feeling at home / at home and so on. The indicators are:

- 1) Work equipment which includes work support facilities and infrastructure such as computers, typewriters and so on.
- 2) Services to employees or the provision of places of worship, health facilities, cooperatives to the restroom
- 3) Working conditions, such as space, temperature, lighting, air ventilation.
- 4) Personal relationships which include cooperation between employees and superiors.

According to Nitisemito (2015:184) the work environment is everything that is around the worker that can affect him in carrying out the tasks assigned to him. The work environment is an environment where employees work, while working conditions are where employees work. Thus, working conditions are actually one of the elements of the work environment, in other words, the work environment in a company does not only consist of working conditions but working conditions coupled with other aspects that make up the work environment. Nitisemito (2015: 159) states that the work environment is measured through: work atmosphere, relationships with coworkers, availability of work facilities.

Leadership

Leadership is the spearhead of all organizations and companies in running the wheels of their organization, this is because every organization needs someone who is the driving force of the organization that regulates all activities that occur in the organization which basically has many employees working in it. In the complexity of society, humans must live together and work together in an orderly atmosphere and be guided by a leader and not live alone. In an effort to achieve a common goal and to maintain a common life, cooperative work is needed which needs to be guided by a leader. In addition to order, what we need to pay attention to is role models. A community needs a role model, that is, a figure who is embraced who is considered capable of nurturing and protecting them and can be relied upon for diplomacy with other communities (Kartono, 2017: 2).

A leader is a person who has skills and advantages, especially skills / advantages in one field so that he is able to influence other people to jointly carry out certain activities for the achievement of one or several goals. A leader is a person who has skills and advantages, especially skills / advantages in one field, so that he is able to influence others to jointly carry out certain activities for the achievement of one or several goals (Kartono, 2017:181).

Before understanding more about leadership, it is better to know the definition of a leader first, which means that a leader is someone who because of his personal skills with or without official appointment can influence the group he leads to mobilize joint efforts towards achieving certain goals (Winardi, 2016: 2).

Then Martoyo (2017:175) argues that a leader is someone who has the ability to lead, meaning that he has the ability to influence the behavior of other people or groups without regard to form, while leadership is the overall activity in order to influence people to work together to achieve mutually desired goals.

Wahjosumidjo (2015:17) says that what is called leadership is the term traits, personal behavior, influence on others, patterns, interactions, inter-role cooperation relationships, the position of an administrative position, and persuasive, and the perception of others about the

legitimacy of influence. While Winardi (2016:47) reveals, leadership is an inherent ability of a person who leads, which depends on various factors, both internal factors and external factors.

According to Kartono (2017: 159), leadership indicators are as follows: ability to make decisions, ability to motivate, communication skills, ability to control subordinates, responsibility, ability to control emotional.

Performance

Performance improvement is something that is desired both from the employer and the workers. Employers want their employees to perform well for the purpose of increasing work results and company/organization profits. On the other hand, workers are interested in self-development and job promotion. In general, it can be said that good employee performance aims to increase productivity. Therefore, the improvement of the work system is carried out by every component in the company.

According to Rivai and Basri (2012: 50), performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or goals or criteria that have been determined in advance and agreed upon together.

Mangkunegara (2015:67) provides an understanding of performance, namely the quality and quantity of work achieved by a person in carrying out his duties in accordance with the responsibilities given to him, while performance according to Hasibuan (2016: 160) is a result of the work achieved by a person in carrying out his duties on skills, effort and opportunity.

As'ad (2014:47) argues that job performance is the result achieved by a person according to the measures that apply to the job in question. From some of the expert opinions above, it can be concluded that performance is the work of a group of people in an organization that is carried out in accordance with regulations to achieve company goals.

A job can be determined from the content of a job, it can be used as the basis for assessing each job. To facilitate employee performance appraisal, job standards must be clearly measured and understood. Bangun (2012: 233) states that a job can be measured through the following indicators: The amount of work, Quality of work, Timeliness, Attendance, Ability to cooperate.

METHODS

Type of Research

The type of research used in this research is quantitative research with a descriptive approach. According to Sugiyono (2014:13) quantitative research methods are defined as research methods based on the philosophy of positivism which are used to research on certain populations and samples, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative / statistical with the aim of testing predetermined hypotheses.

Population and Sample

The population in this study were all civil servants at the Kaur Regency DPRD Secretariat totaling 44 people. The sampling method uses the census method, which is a method of determining the sample when all members of the population are used as research samples. Because the sampling method uses the census method, the number of samples is 44 people.

Method of Collecting data

The data collection method used in this research is using a questionnaire, data processing using IBM SPSS 25 for Windows.

Validity Test

To measure the validity of the questionnaire given to respondents, a validity test is used. If all the instruments of the questionnaire tested are appropriate, then the instrument is said to be valid. The validity test assessment criteria are if $r_{count} > r_{table}$, then the questionnaire items are valid. If $r_{count} < r_{table}$, it is said that the questionnaire items are invalid.

Reliability Test

The questionnaire is said to be reliable if the questionnaire provides consistent results if used repeatedly with the assumption that the conditions at the time of measurement do not change / the same object. The decision-making method in the reliability test is to use the 0.60 limit, which means that a variable is said to be reliable if the value shows Cronbach's Alpha is greater than 0.60.

Multiple Linear Regression

To measure the influence of several independent variables on the dependent variable, multiple linear regression is used. The formula for multiple linear regression equations (Sugiyono, 2014: 192): $Y = a + b_1X_1 + b_2X_2 + e$

Description:

Y : Employee performance

a : Constant / fixed

X_1 : work environment

X_2 : Leadership

b_1, b_2 : Multiple Regression Coefficient

e : error

Coefficient of Determination

The coefficient of determination is used to determine how much influence the independent variables contribute simultaneously (together) to the dependent variable. The coefficient of determination (R Square or R squared) which means the contribution of the influence given by the independent variable or independent variable to the dependent variable or dependent variable. The coefficient of determination is between zero and one ($0 < R^2 < 1$). A small R^2 value means that the ability of the independent variables to explain the variation in the dependent variable is very limited.

t test

To determine whether the influence variable partially or each affects the affected variable, the t test is used. The test is carried out using a significance level of 0.05.

The hypothesis criteria are:

1. If the probability of significance is < 0.05 then H_0 is rejected H_a is accepted, meaning that there is a significant influence between the independent / affected variables on the dependent / affected variable.
2. If the probability of significance > 0.05 then H_0 is accepted H_a is rejected, meaning that there is no significant influence between the independent / affected variables on the dependent / affected variable.

F test

To determine whether the influence variables together or simultaneously affect the affected variable, the F test is used. The test is carried out using a significance level of 0.05.

The hypothesis criteria are:

1. If the probability of significance is < 0.05 then H_0 is rejected H_a is accepted, meaning that there is a significant influence between the independent / affected variables on the dependent / affected variable.

2. If the probability of significance is > 0.05 then H_0 is accepted H_a is rejected, meaning that there is no significant influence between the independent / affected variables on the dependent / affected variable.

RESULTS

Validity Test

To test the research instrument, the validity test is used, the instrument can provide results in accordance with its purpose. The validity test is carried out by calculating the correlation between the item score and the total score. Analysis of the statement items empirically the validity coefficient is called the corrected item total correlation or the total corrected item correlation coefficient. Then the correlation coefficient of the analysis results is compared with the predetermined provisions that the test if $r_{count} > r_{table}$ (0, 2973) the statement is declared valid if r_{count} is greater than 0, 2973 (r_{table} attached) then the statement is suitable for use as a research instrument test tool.

Based on the validity test conducted using the SPSS application, the following data were obtained:

Table 1. Validity test of work environment (X1)

No	Item statement	Coefficient of Validity > 0, 2973	Description
1	Conducive work environment supports the implementation of work	0,603	Valid
2	Comfortable and pleasant work atmosphere	0,890	Valid
3	Environmental conditions / safe workspace	0,814	Valid
4	Relationships with co-workers are harmonious	0,812	Valid
5	Mutually motivating work ties with co-workers	0,751	Valid
6	The relationship between superiors and subordinates is well established	0,733	Valid
7	Leaders give attention and smooth communication with subordinates	0,473	Valid
8	Work facilities in the workplace are in accordance with the needs of work and employees	0,393	Valid
9	The existing work equipment is complete	0,547	Valid
10	Existing work equipment is in accordance with work standards	0,448	Valid

Source: Research Results, 2023

Based on the table above, the results show that all statement items for the work environment variable (X1) are valid, this is evidenced that the entire correlation value of each statement item is greater than 0, 2973 or $r_{count} > r_{table}$ (0, 2973).

Table 2 . Validity test of Leadership (X2)

No	Item statement	Coefficient of Validity > 0, 2973	Description
1	Leaders make decisions firmly and precisely	0,614	Valid
2	Leaders are able to convince subordinates of the correctness of their decisions	0,830	Valid
3	Leaders can motivate employees in achieving organisational goals well	0,795	Valid
4	Leaders are able to encourage employees to carry out their duties	0,651	Valid
5	Leaders are good at communicating and easily catch other people's intentions	0,665	Valid
6	Leaders are good at directing and coordinating employees well	0,638	Valid
7	Leaders are able to influence and direct the behaviour of subordinates	0,327	Valid
8	Leaders have a high responsibility for the successful achievement of organisational goals	0,398	Valid
9	Leaders are competent in carrying out their obligations and leadership tasks	0,480	Valid
10	Leaders are able to control themselves, and bring up a good moral attitude	0,481	Valid

Source: Research Results, 2023

Based on the table above, the results show that all statement items for the leadership variable (X2) are valid, this is evidenced that the entire correlation value of each statement item is greater than 0, 2973 or $r_{count} > r_{table}$ (0, 2973).

Table 3. validity test of Performance (Y)

No	Item statement	Coefficient of Validity > 0, 2973	Description
1	Having a target at work	0,657	Valid
2	Able to complete all the workload given	0,878	Valid
3	Having skills at wo	0,692	Valid
4	Always careful at work	0,755	Valid
5	Employee time discipline at work	0,553	Valid
6	Employees complete work on time	0,730	Valid
7	Employees arrive and leave on time	0,379	Valid
8	Attendance is important in work that cannot be replaced by others	0,335	Valid
9	Employees are able to work together in teams	0,598	Valid
10	Employees are able to provide input / help to friends who are in difficulty in completing their work	0,509	Valid

Source: Research Results, 2023

Based on the table above, the results show that all statement items for the performance variable (Y) are valid, this is evidenced that the entire correlation value of each statement item is greater than 0, 2973 or $r_{count} > r_{table}$ (0, 2973).

Reliability Test

The decision-making method in the reliability test is to use the 0.60 limit, which means that a variable is said to be reliable if the value shows Cronbach's alpha is greater than 0.60. The reliability test procedure is if alpha (α) cronbach < 0.60 then the instrument is not reliable, and if alpha (α) cronbach > 0.60 then the instrument is reliable.

Based on the research results obtained through SPSS, Cronbach's alpha (α) can be seen in the following table:

Table 4. Reliability of work environment, leadership and performance variables

Variable	Cronbach alpha (α) value > 0.60	Description
Work Environment (X1)	0,852	Reliable
Leadership (X2)	0,800	Reliable
Performance (Y)	0,822	Reliable

Source: Research Results, 2023

Based on the results of data processing, it is known that the results of the Cronbach alpha (α) value generated from the variables proposed in the study are greater than 0.60, namely the work environment variable (X1), the alpha (α) Cronbach value is 0.852, the leadership variable (X2), the alpha (α) Cronbach value is 0.800, the performance variable (Y), the alpha (α) Cronbach value is 0.822, thus all research variables are reliable and reliable to be used as variables in research.

Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to determine the effect of work environment variables (X1), leadership variables (X2), on employee performance (Y). The results of multiple linear regression can be seen in the following table:

Table 5 Results of Multiple Linear Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.223	1.467		.152	.880
X1	.580	.144	.606	4.029	.000
X2	.415	.166	.377	2.502	.016

a. Dependent Variable: Y

From the table above, the results of the multiple linear regression equation are as follows:

$$Y = 0.223 + 0.580X1 + 0.415X2 + e$$

The linear regression equation illustrates that:

- The work environment has a regression coefficient value of 0.580 which means that the work environment has a positive influence on employee performance at The Kaur Regency DPRD Secretariat. The higher / stronger the level of work environment at The Kaur Regency DPRD Secretariat, it will improve employee performance at The Kaur Regency DPRD Secretariat.

- b. Leadership has a regression coefficient value of 0.415 which means that leadership has a positive influence on employee performance at The Kaur Regency DPRD Secretariat, namely the higher / stronger the level of leadership at The Kaur Regency DPRD Secretariat, it will improve employee performance at The Kaur Regency DPRD Secretariat.
- c. The constant value has a value of 0.223 which means that if the work environment variable (X1), leadership (X2) is considered equal to zero, the performance of employees at The Kaur Regency DPRD Secretariat is 0.223.

Table 6 Coefficient of determination**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.977 ^a	.955	.953	.87586

a. Predictors: (Constant), X2, X1

The results of data management show that the R² value is 0.977. This value illustrates that the contribution of the independent variables, namely the work environment (X1) and leadership (X2), to the dependent variable, namely employee performance (Y), is 95.5% and the remaining 4.5% is the contribution of other variables not examined in this study.

Partial Test (t Test)

Partial hypothesis testing with the t test is used to determine the effect of each independent variable on the dependent variable. This test is done by looking at the significance value (sig.) in the following coefficients table:

Table 7 Results of t Test**Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.223	1.467		.152	.880
X1	.580	.144	.606	4.029	.000
X2	.415	.166	.377	2.502	.016

a. Dependent Variable: Y

From the table above it can be seen that:

- a. The work environment variable (X1) has a significance value <0.05 , which is equal to 0.000 so it can be seen that the work environment variable partially has a significant effect on employee performance at the Kaur Regency DPRD Secretariat.
- b. The leadership variable (X2) has a significance value <0.05 , which is equal to 0.016 so it can be known that the leadership variable partially has a significant effect on employee performance at the Kaur Regency DPRD Secretariat

Simultaneous Test (F Test)

Hypothesis testing with the F test or simultaneously is used to determine the effect of the independent variables together / overall on the dependent variable. This test can be done by looking at the significance value (Sig.) in the Anova table if the significance (5%) then H_0 is

rejected and H_a is accepted, meaning that it can be said that the research hypothesis is accepted.

Table 8. Results of F Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	671.456	2	335.728	437.638	.000 ^b
	Residual	31.453	41	.767		
	Total	702.909	43			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

From the table above, it is known that the significant value is < 0.05 , namely 0.000, meaning that simultaneously or together the work environment variable (X1), the leadership variable (X2) has a significant effect on employee performance at the Kaur Regency DPRD Secretariat.

DISCUSSION

Based on the results of research on the effect of work environment and leadership on employee performance at the Kaur Regency DPRD Secretariat, the results of multiple regression analysis, the coefficient of determination, hypothesis testing with the F test and t test can be described as follows:

Table 9 Regression Analysis Results, Determination Test and Hypothesis Testing

Variable	Value Coefficient B	R Square	Sign Value	Description
Regression Equation: $Y = 0.223 + 0.580X_1 + 0.415X_2 + e$				
Work environment (X1)	0,580		0,000	Significant
Leadership (X2)	0,415		0,016	Significant
F test			0,000	Significant
Determination (R^2)		0,955		
Constant	0,223			

Source: Research Results, 2023

The Effect of Work Environment on Employee Performance at the Kaur Regency DPRD Secretariat

From table 9 above, it can be seen for partial hypothesis testing that the work environment variable (X1) has a significance value (sign.) of 0.000 which means that the work environment has a significant effect on employee performance at the Kaur Regency Regional Secretariat because the significance value is $0.000 < 0.05$, so the hypothesis in this study is accepted. This illustrates that the more improved or good the work environment provided by the Kaur Regency DPRD Secretariat to employees, the more employee performance will increase, meaning that the Kaur Regency DPRD Secretariat will continue to provide the work environment desired by employees at the Kaur Regency DPRD Secretariat, because a good work environment will improve employee performance at the Kaur Regency DPRD Secretariat.

The results of this study are in line with the theory or opinion put forward by Nitisemito (2015: 184) that the work environment is everything that is around the worker that can affect him in carrying out the tasks assigned to him. The work environment is an environment where

employees work including other aspects that make up the work environment such as, work atmosphere, relationships with colleagues and the availability of facilities at work. The influence of the work environment on employee performance means that employees will feel comfortable with the existing work environment conditions, if the environmental conditions suit them and do not feel disturbed when they work, so that with this comfort employees are encouraged to work, this causes a lot of work to be completed properly so that employee performance can be said to be good

The Effect of Leadership on Employee Performance at the Kaur Regency DPRD Secretariat

For partial hypothesis testing that the leadership variable (X2) has a significance value (sign.) of 0.016 which means that leadership has a significant effect on employee performance at the Kaur Regency Regional Secretariat because the significance value is $0.016 < 0.05$, so the hypothesis in this study is accepted.

This illustrates that the more or the better the leadership applied at the Kaur Regency DPRD Secretariat to employees, the more employee performance will increase, meaning that the Kaur Regency DPRD Secretariat will continue to strive to provide the leadership desired by employees at the Kaur Regency DPRD Secretariat, because good leadership will improve employee performance at the Kaur Regency DPRD Secretariat.

The results of this study are in line with the theory conveyed by Hasibuan (2016: 98) which reveals that a leader is someone with leadership authority who directs his subordinates to do some of his work in achieving goals. So the leader must have subordinates, must divide the work and must remain responsible for the work. The influence of the leader's leadership on each organisation will be very strong, and the organisation will depend on how the leader leads the organisation in achieving each predetermined goal.

The Effect of Leadership and Work Environment on Employee Performance at the Kaur Regency DPRD Secretariat

For hypothesis testing together or simultaneously that the work environment variable (X1) and leadership (X2) have a significance value (sign.) of 0.000 which means that the work environment and leadership have a significant influence on employee performance at the Regional Secretariat of Kaur Regency because the significance value is $0.000 < 0.05$, so the hypothesis in this study is accepted.

This illustrates that the more or the better the work environment and leadership provided / applied to the Kaur Regency DPRD Secretariat to employees, the more employee performance will increase, meaning that the Kaur Regency DPRD Secretariat will continue to strive to provide the work environment and leadership desired by employees at the Kaur Regency DPRD Secretariat, because a good work environment and leadership will improve employee performance at the Kaur Regency DPRD Secretariat.

This research is also in accordance with research conducted by previous researchers, namely M. Yazim Maulana entitled The Effect of Leadership and Work Environment on Employee Performance at the Office of the DPRD Secretariat of North Sumatra Province that partially and simultaneously it is known that leadership has a positive and significant effect on employee performance at the Office of the DPRD Secretariat of North Sumatra Province.

CONCLUSION

Based on the results of research and discussion, it can be concluded that:

1. The work environment has a significant effect on employee performance at the Kaur Regency DPRD Secretariat because the significance value is $0.000 < 0.05$.

2. Leadership has a significant effect on employee performance at the Kaur Regency DPRD Secretariat because the significance value is $0.016 < 0.05$.
3. The work environment and leadership simultaneously or together have a significant effect on employee performance at the Kaur Regency DPRD Secretariat because the significance value is $0.000 < 0.05$.

LIMITATION

From the conclusion shows that the work environment and leadership have a significant effect on employee performance at the Kaur Regency DPRD Secretariat, it is hoped that the Kaur Regency DPRD Secretariat will continue to improve / improve the conducive work environment so that employees feel comfortable and safe, feel at home at work so that employee performance will be even better. In addition, it is hoped that leaders can continue to motivate employees in achieving organisational goals well and be able to encourage employees to carry out their duties. Leaders are also expected to provide role models, direct and coordinate employees well and be able to communicate smoothly, can influence and direct the behaviour of subordinates so that employee performance continues to be encouraged to be even better.

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