



# The Influence Of Discipline, Leadership Style And Work Environment On Employee Performance Through Motivation At The Secretariat General Of The DPR RI

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## ABSTRACT

This research aims to analyze the performance of employees in the Secretariat of the Indonesian House of Representatives (DPR RI). Data collection was conducted by distributing questionnaires to respondents using purposive sampling method. The respondents in this study were employees of the Secretariat of the DPR RI. A total of 167 responses were successfully obtained from the distribution of questionnaires to DPR RI Secretariat employees. The collected data were then analyzed using Structural Equation Modeling (SEM) with the assistance of AMOS 22 software. Based on the AMOS analysis, the following results were obtained: 1) Work discipline has a positive and significant influence on motivation. 2) Leadership style has a positive and significant influence on motivation. 3) Work environment has a positive and significant influence on motivation. 4) Work discipline has a positive and significant influence on employee performance. 5) Leadership style has a positive but not significant influence on employee performance. 6) Work environment has a positive but not significant influence on employee performance. 7) Work motivation has a positive and significant influence on employee performance. 8) Work discipline has a positive and significant influence on employee performance through motivation. 9) Leadership style has a positive and significant influence on employee performance through motivation. The work environment has a positive and significant influence on employee performance through motivation.

## INTRODUCTION

Organization is a system, which has a structure and planning the term organization can also be interpreted as an association or association consisting of two or more people who have a shared commitment and formal ties to

achieve organizational goals, and in the association there is a relationship between members and groups and between leaders and members who are led or subordinates. One of the driving elements of the organization is the performance of its employees.

Secretariat General of the DPR RI. The Secretariat General of the House of Representatives of the Republic of Indonesia (Sekjen DPR RI) is a supporting element of the DPR, which is positioned as the Secretariat of the Institution. Presidential Regulation of the Republic of Indonesia Number 26 of 2020 concerning the Secretariat General of the House of Representatives of the Republic of Indonesia (Perpres Number 26 of 2020 concerning SEKJEN DPR RI) states that the Secretary General of the DPR RI is a government apparatus that in carrying out its duties and functions is under and directly responsible to the Chairman of the DPR RI. The Secretary General is led by the Secretary General.

The Secretariat General of the House of Representatives of the Republic of Indonesia (Sekjen DPR RI) is located at Jl. Gatot Subroto, RT.1/RW.3, Gelora, Tanah Abang District, Central Jakarta City, Special Capital Region of Jakarta with 272 employees.

Based on the results of the Performance Report of the Secretary General of the DPR RI in 2022, several members admitted that there are still many employees who have a low work ethic by only coming and being absent, besides that it is also known that there are still many employees whose skills are not ideal. In addition, there is the phenomenon of moral hazard, where there are still employees who take advantage of their closeness to authority figures (leaders/members of the House of Representatives) for their career interests (for promotions, transfers, including not wanting to be transferred). This behavior clearly creates incompetent resources.

**Table 1 Data on Employee Performance Development of the Secretary General of DPR RI**

No	Program/Activity Facilities	Target	Realiasi	Performance Outcomes
1.	Improved quality of human resource development	100 %	53,9 %	<b>76,9% Tahun 2019</b>
2.	Improved quality of human resource development	100 %	90,7 %	<b>80,2 % Tahun 2020</b>
3.	Improved quality of human resource development	100 %	96,64 %	<b>90,7 % Tahun 2021</b>

Source: Report of the Secretariat General of the House of Representatives 2022

However, when viewed from the number of targets that have been set from year to year, it is found that they do not match the number of targets that have been set. This has the effect of showing that there are still many employees who

have not received the improvements or targets that have been set. The low realization is clear that in the HR development program in 2019 to 2021, the realized results of the low quality of HR at the Secretary General of the DPR RI are supported through its performance report on understanding and work skills. The results of the assessment, which was also carried out internally, showed that it was still far from expectations (Performance Report of the Secretary General of the DPR RI). Looking at the theoretical references, the phenomena that are relevant to the problems at the Secretary General of the DPR are discipline, leadership style and work environment and employee motivation. Observations show that discipline is still an issue that continues to be discussed internally, as some employees still sometimes do not perform work in accordance with the work rules.

Work discipline is an absolute necessity and obligation to be implemented by employees in an organization by paying attention to the written rules in the organization, as well as those that are not written or oral with their expectations achieved Burhannudin (2019). Expressing good discipline reflects the magnitude of a person's sense of responsibility for completing their work Marlapa et al. (2019). Without discipline from employees, the company will find it difficult to get optimal results, because employee performance is not good. The amount of a person's responsibility for tasks that can work with full responsibility, so that organizational goals will be easier to work, work enthusiasm and the realization of company goals (Krisnandi and Saputra 2021).

Employee performance is also inseparable from the influence of leadership style. As is known, the chairman or leader of the DPR RI secretary general always changes every period. This change in leadership also brings changes to employee performance, this can be seen from the results of performance evaluations which always show that it is not always the same. Each Secretary General who leads has his own program in encouraging employee productivity. This research is in line with research conducted by (Suwarno & Bramantyo, 2019) that leadership style has a significant effect on employee performance.

Apart from leadership style, an aspect that is quite important in influencing individuals directly is the environment. According to R Nabawi's study (2020), it states that the work environment has a positive and crucial impact on employee performance. Lestary's study, H Chaniago (2017) also concluded that the work environment has a crucial and positive impact on employee performance. This means that if the work environment of a company is a very support system for all employees, then employee engagement behavior will be higher, meaning that their work achievements will also increase. Conversely, if the work environment is inadequate, it means that employee performance is getting lower.

So that from this theory it is very reasonable if high motivation can intervene in the relationship between discipline, leadership style and work environment on employee performance.

Based on the description of the background of the problem, the authors are interested in conducting research with the title The effect of discipline, leadership style and work environment on employee motivation through employee performance at the Secretariat of the DPR RI.

The purpose of this research is to answer and analyze the various questions listed in the problem formulation. The purpose of this study is to analyze the effect of discipline on the motivation of DPR RI Secretariat employees. In addition, it is also to analyze the influence of leadership on the motivation of DPR RI Secretariat employees. And to analyze the effect of work environment on the motivation of DPR RI Secretariat employees.

This research is expected to be an additional material in developing knowledge in the field of human resource management about various factors that can affect employee performance, especially for discipline, leadership style and training variables. In addition, this research can be used as input and additional knowledge about the factors that can affect employee performance, especially seen from the factors of work discipline, leadership style, work environment and motivation. And this research can be used as input where researchers work to explore human resource development in Indonesian Government Agencies.

Ruang lingkup penelitian ini hanya ingin mengetahui pengaruh disiplin, gaya kepemimpinan, dan lingkungan kerja terhadap kinerja pegawai melalui motivasi mengingat responden yang merupakan pegawai aktif Sekretariat Jenderal DPR RI yang berdomisili di Jakarta pusat, selama 6 bulan proses penelitian yang berjumlah 167 sampel dengan menggunakan metode observasi, wawancara dan analisis deskriptif. Hal ini dilakukan untuk membatasi wilayah, mengingat begitu banyaknya pegawai yang berkaitan dengan Sekretariat Jenderal DPR RI diluar kantor Pusat. penelitian ini membahas Kinerja Pegawai yang melibatkan 5 (lima variabel yaitu Disiplin, Gaya Kepemimpinan, Motivasi dan Lingkungan Kerja).

## **LITERATURE REVIEW**

### **Leadership Styles**

According to Siagian (2002), leadership style is the way or pattern of behavior exhibited by a leader in influencing subordinates to achieve organizational goals. Siagian identifies three common leadership styles:

- a. Authoritarian Leadership Style: Leaders use power and control to influence subordinates. Leaders often make decisions independently without involving subordinates and give clear orders. This style is more suitable for situations requiring quick and firm decisions.
- b. Democratic Leadership Style: Leaders consider the opinions and suggestions of subordinates when making decisions. Leaders build cooperation and

effective communication with subordinates to achieve organizational goals. This style is more suitable for situations requiring participation and involvement of subordinates.

- c. Laissez-Faire Leadership Style: Leaders grant freedom to subordinates in making decisions and carrying out their tasks. Leaders rarely intervene in the activities of subordinates but provide support when needed. This style is more suitable for situations requiring creativity and innovation from subordinates.

However, Siagian emphasizes that there is no perfect leadership style suitable for all situations. A leader should be able to adapt their leadership style according to the characteristics of the organization, the environment, and the subordinates they are dealing with.

Leadership style is how a leader manages their group or organization. Several important factors in leadership according to Siagian (2002) are as follows:

- a. Motivation: A leader must be able to motivate subordinates to achieve organizational goals. Motivation can be provided through incentives, recognition of hard work, and challenging subordinates to grow.
- b. Trust: A leader must be able to build trust with subordinates. Trust can be built through consistency in actions and decisions, integrity in performing tasks, and instilling confidence in subordinates that they can perform their tasks well.
- c. Supervision: A leader must be able to monitor and control the actions of subordinates to ensure that organizational goals are achieved effectively. Supervision can be done through guidance and coaching, as well as regular performance measurement.
- d. Attention: A leader must be able to pay attention and listen to input from subordinates. A leader should respond well to input and provide appropriate solutions to solve problems faced by subordinates. These four factors are considered essential to build a good relationship between the leader and subordinates and to achieve organizational goals effectively.

Handoko (2004:274) defines leadership as an essential part of management, which is an individual's ability to influence others to work towards goals and objectives. Leadership style, on the other hand, is a pattern of behavior exhibited by a leader in relation to their ability to lead.

Rivai and Mulyadi (2012:42) define leadership style as a set of characteristics of a leader in influencing their subordinates to achieve specific goals set by the relevant organization.

Mondiani (2012) defines leadership as the ability to inspire and motivate followers to achieve results that are greater than originally planned and for internal rewards. Under the leadership style, followers tend to be given more freedom, ownership, and responsibility, which will encourage the achievement of the company's goals.

Effective leadership styles can help create a positive work environment and improve communication between leaders and employees (Robbins and Judge, 2017).

### **Work Environment**

According to Sutrisno (2010), there are four important aspects to consider in the work environment:

- a. **Job Security:** Job security is vital in the work environment. This includes efforts to reduce the risk of workplace accidents caused by equipment, hazardous materials, or human actions. Job security also involves the use of personal protective equipment (PPE) by workers and the implementation of appropriate workplace safety standards.
- b. **Work Facilities:** Work facilities include everything needed by employees to perform their tasks effectively. This encompasses physical facilities such as buildings, work equipment, and communication equipment. Work facilities also include non-physical facilities such as management support, training, and employee development.
- c. **Lighting:** Lighting is a crucial factor in the work environment. Inadequate lighting can lead to fatigue, eye strain, and other health issues. Therefore, it is essential to pay attention to lighting factors in the work environment, both natural and artificial.
- d. **Interpersonal Relationships between Employees and Superiors and Subordinates:** Good relationships between employees, superiors, and subordinates are essential for achieving organizational goals. Good relationships create a conducive and harmonious work environment. Therefore, it is important to pay attention to effective communication, mutual respect, and assistance among employees, superiors, and subordinates.

The work environment is an external factor that can affect employee performance. Robbins and Judge (2017) state that the work environment is the condition in the workplace that can influence employee behavior and performance. A good work environment is one in which employees feel safe, comfortable, and healthy, allowing all tasks to be completed optimally, quickly, and efficiently. According to Sudaryo (2018), the work environment includes all work tools and materials faced, the surrounding environment in which a person works, work methods, and work arrangements, both as individuals and as a group.

Sofyan (2013) states that the work environment is everything that surrounds an employee and affects their performance in carrying out tasks assigned to them in a particular area. The work environment can be classified into physical and non-physical work environments. Physical work environment indicators include lighting, air circulation, noise, color use, air humidity, and facilities. Non-physical work environment indicators include the attention and

support of leaders, cooperation among groups, and smooth communication (Sedarmayanti, 2011).

### **Motivation**

Definition of Motivation (Muhajir 2021) Motivation is derived from the Latin word "movere," which means to drive or move. In terms of terminology, motivation is the driving force of one's work enthusiasm, leading them to work together, work effectively, and integrate to achieve satisfaction (Hasibuan, 2014). According to Robbins and Judge (2008), motivation is a process of articulating intensity, direction, and persistence in achieving goals. Bangun (2012:312) defines motivation as a situation that drives a person to perform tasks in line with their role in the organization.

According to Hasibuan (2014:146), motivation has its own principles, as follows:

- a. Principle of Participation: This principle encourages employees to participate and provides them with opportunities to offer ideas and suggestions in decision-making.
- b. Recognition Principle: This principle provides the right rewards and recognition for employees' work achievements.
- c. Authority and Delegation Principle: This principle delegates authority and freedom to employees in decision-making and creative processes.
- d. Reciprocal Attention Principle: This principle motivates employees by expressing the company's expectations and striving to meet the needs expected by the employees.

In motivating employees, Hasibuan (2014:149) identifies two methods that can be used:

**Direct Motivation:** This type of motivation, whether material or non-material, is specific and is given directly to employees to fulfill their needs and satisfaction. Examples include praise, awards, holiday bonuses, additional benefits, and recognition.

**Indirect Motivation:** This type of motivation is achieved by providing supporting facilities and resources that enhance employee motivation and enthusiasm, making employees feel comfortable and eager to perform their tasks and jobs effectively.

Motivation is essential because it supports human behavior to work diligently and enthusiastically in achieving optimal goals. Motivation, as a driving force, is a crucial factor in optimal job performance. When every task can be carried out optimally, employee performance can be realized according to the organization's goals. Without motivation, an employee may hesitate to perform a task well. Employee performance is achieved when there is self-motivation and encouragement from others.

Hasibuan (as cited in Sutrisno, 2017) finds that motivation is the incentive that drives a person's desire and the driving force to work, as each motive has

specific goals to be achieved. Robbins (as cited in Irviani & Fauzi, 2018) defines motivation as a process that causes intensity, direction, and continuous effort by individuals toward achieving goals.

Defining motivation as an individual's desire and energy directed toward achieving a goal. Motivation is the cause of actions, as stated by Stefan Invanko (as cited in Hamli Arif Yusuf, 2018).

From various aspects, work motivation can be summarized as the state within an individual that drives them to engage in specific activities to achieve a goal, ultimately resulting in behavior aimed at achieving satisfaction and objectives.

## **METHODS**

This research is quantitative research. Sugiyono (2010: 13) states that quantitative research is research based on the philosophy of positivism, used to research on certain populations or samples, sampling techniques are generally carried out randomly, the use of data using research instruments, data analysis is quantitative statistics with the aim of testing predetermined hypotheses.

The analytical tool used in this research is Partial Least Square (PLS) which is a powerful analysis method because it does not assume that the data must be with a certain scale measurement, small sample size. PLS can help researchers to obtain latent variable values for prediction purposes. The formal model defines the latent variable as a linear aggregate of its indicators. The estimation results in PLS can be categorized into three, namely weight estimates used to create latent variable scores, path estimates used by latent variables and between variables and indicator blocks and related to means and location parameters (regression constant values) for indicators of latent variables (Ghozali, 2006: 19).

This study was conducted to determine the effect of discipline, leadership style and work environment on employee performance through motivation at the DPR RI Secretariat. In an agency or organization, they always try to improve the performance of their employees to get the best service and profit in order to maintain the survival of an agency. Based on the identification of the problem, the theoretical study mentioned earlier, a framework was prepared as a guide in conducting research.

## **RESULTS**

### **Research Results of Work Discipline Variables**

The following describes the work discipline variable data obtained through a questionnaire using four indicators consisting of eight statement items with five answer items. The five answer items used are: strongly disagree, disagree,

neutral, agree and strongly agree. From the results of research that has been conducted on work discipline variables that have been applied with score answers from a total of 167 respondents, employees can be presented in table 2.

**Table 2 Responses Regarding the Level of Work Discipline (X1)**

No	Statement	Average
1	I always show up on time	3,86
2	I always complete my work on time	3,42
3	I always pay attention to my work to avoid mistakes	3,21
4	I always double check my work	3,18
5	I always obey the leader's rules	3,17
6	I am not noisy at work	3,19
7	I agree that violations must be sanctioned	3,35
8	I work according to my functions and duties	3,31
	<b>Average total mean</b>	<b>3,34</b>

Source: Data processed from Questionnaires, 2023

### Research Results of Work Environment Variables

The following describes the work environment variable data obtained through a questionnaire using four indicators consisting of eight statement items. From the results of research that has been conducted on the work environment that has been applied with score answers from a total of 167 respondents, it can be presented in table 4 below:

### Results of Research on Leadership Style Variables

Measurement of leadership style variables is done using four indicators, where each indicator is composed of two statements. The answers to each leadership style scale statement item are as follows:

**Table 3 Responses Regarding the Level of Leadership Style (X2)**

No	Statement	Average
1	My leaders always give influence to their subordinates	3.28
2	My leaders always invite discussions related to problems at work	3.22
3	Leaders provide space for subordinates to express opinions	3.45
4	My leader fully entrusts the work to his subordinates	3.29
5	Leaders always supervise subordinates while working	3.41
6	Leaders always check the work reports of their subordinates	3.30
7	Leaders always evaluate the performance of subordinates	3.32
8	Leaders always give attention and needs to subordinates	3.31
	<b>Average total mean</b>	<b>3,32</b>

Source: Data processed from questionnaires, 2023

The statements in this research questionnaire were made using a scale of 1-5 to obtain interval data and were given a score or value. Based on table 4.6 above, it can be seen that respondents have a tendency to answer questionnaire statements in the score categories 2 to 5 so that the average answer from respondents on the leadership style variable is 3.32, which means that the average answer from respondents quite agrees with the statements in the questionnaire regarding the leadership style variable.

### Research Results of Work Environment Variables

The following describes the work environment variable data obtained through a questionnaire using four indicators consisting of eight statement items. From the results of research that has been conducted on the work environment that has been applied with score answers from a total of 167 respondents, it can be presented in table 4 below:

**Table 4 Response Regarding Work Environment Level (X3)**

No	Statement	Average
1	Gedung yang di gunakan untuk bekerja sangat memperhatikan keselamatan kerja pegawai	3.27
2	Saat bekerja saya diberikan Asuransi jaminan keselamatan kerja	3.32
3	Tempat erja saya tersedia fasilitas merelaksasi pikiran pegawai	3.27
4	Tempat saya bekerja memeiliki fasilitas kerja yang memadai	3.31
5	Rungan kerja saya memiliki pencahayan yang baik untuk saya bekerja	3.23
6	Tempat saya bekerja memiliki pencahayan khusus jika terjadi pemadaman	3.25
7	Saya memiliki hubungan kerja yang sehat dengan rekan kerja maupun atasan saya	3.27
8	Saya selalu menjaga komunikasi dengan sesama pegawai	3.43
<b>Average total mean</b>		<b>3,29</b>

Source: Data processed from questionnaires, 2023

Based on Table 4 above, it can be seen that respondents have a tendency to answer questionnaire statements in the score categories 2 to 5 so that the average respondent's answer can be obtained on the work environment variable of 3.29, which means that the average answer from the respondent quite agrees with the statements in the questionnaire regarding the work environment variable.

### Motivation Variable Research Results

Measurement of motivation variables is carried out using four indicators, where each indicator is composed of two statements. The answers to each item of the motivation scale statement are as follows:

**Table 5 Responses Regarding Motivation Level (Z)**

No	Statement	Average
1	I work because I am included in making work decisions.	3.35
2	I work because I am involved in important meetings with my superiors.	3.39
3	I work because the results of my work are recognized by my superiors.	3.41
4	I work because the results of my work are announced by my superiors on the employee achievement board.	3.38
5	I work according to my duties and functions	3.38
6	I work because I am given the opportunity to convey ideas and thoughts.	3.25
7	I have hope to get a higher position	3.40
8	I have hopes of getting more incentives from the results of my work achievements	3.18
<b>Average total mean</b>		<b>3,34</b>

Source: Data processed from questionnaires, 2023

Based on Table 5 above, it can be seen that respondents have a tendency to answer questionnaire statements in the score categories 2 to 5 so that the average respondent's answer to the motivation variable can be obtained at 3.34, which means that the average answer from the respondent quite agrees with the statement in the questionnaire regarding the motivation variable.

### Research Results of Employee Performance Variables

Measurement of employee performance variables is carried out using three indicators, where each indicator is composed of two statements.

### Hypothesis Testing

Hypothesis testing is carried out to determine the effect or absence of the independent variable on the dependent variable. The hypothesis is declared accepted if the C.R value is above 1.96 and the probability value (P) <0.05. The results of hypothesis testing can be seen in the table below.

**Table 6 Regression Weights: (Group number 1 - Default model)**

	Estimate	S.E.	C.R.	P	Label
Motivation Discipline <--- Motivation Discipline	,231	,095	2,446	,014	par_15
Motivation Leadership Style <--- Motivation Leadership Style	,587	,119	4,931	***	par_16
Motivation Environment <--- Motivation Environment	,253	,085	2,987	,003	par_17
Work Employee Performance Discipline <--- Work Employee Performance Discipline	,278	,103	2,699	,007	par_18
Employee Performance Leadership Style <--- Employee Performance Leadership Style	,019	,136	,140	,889	par_19
Employee Performance Leadership Style <--- Employee Performance Leadership Style	,129	,090	1,421	,155	par_20
Employee Performance Environment <--- Employee Performance Environment	,617	,192	3,218	,001	par_21

Source: AMOS Calculation Results, 2023

For Hypothesis Testing 8, 9, and 10 were tested using the mediation test (Sobel Test). The sobel test serves to determine whether or not there is an

indirect effect of the independent variable on the dependent variable through the intervening variable. In addition, the sobel test is used to test the ability of intervening variables to mediate in the research framework model. If the calculated t value > t table value, it can be concluded that there is a mediating effect. By using the formula above, the following results are obtained:

**Table 7 Sobel Test**

Jalur	Hubungan	Koefisien Jalur		Pengaruh tidak langsung	Standar Error			t hitung	t tabel	Kesimpulan	
		a	b		a.b	Langsung	Tidak Langsung				Sab
						Sa	Sb				
	DK - MO	0.226		0.150	0.095		0.065	2,30	1,98	Signifikan	
	MO - KP		0.664			0.192					
	GK - MO	0.629		0.417	0.119		0.085	4,90	1,98	Signifikan	
	MO - KP		0.664			0.192					
	LK - MO	0.283		0.187	0.085		0.059	3,16	1,98	Signifikan	
	MO - KP		0.664			0.192					

Source: Data processed from Amos 2023 calculation results

Based on the hypothesis test above, the following is a recapitulation of the research hypothesis test results can be seen in the table as follows:

**Table 8 Recapitulation of Hypothesis Test Results**

No	Hypothesis Accepted	Hypothesis Accepted	Hypothesis Accepted
1	Work discipline has a positive effect on the motivation of employees of the Secretary General of the DPR RI.	Accepted	CR value of 2.446 and a significance value of 0.014.
2	Leadership style has a positive effect positively on the motivation of employees of the Secretary General of the DPR RI.		CR value of 4.931 and a significance value of *** (0.00).
3	Work environment has a positive effect on the motivation of employees of the Secretary General of the DPR RI	Accepted	CR value of 2.987 and a significance value of 0.003.
4	Work discipline has a positive effect on the performance of employees of the Secretary General of the DPR RI.		CR value of 2.699 and a significance value of 0.007.
5	Leadership style has a positive effect on the performance of employees of the Secretary General of the DPR RI.	Accepted	CR value of 0.140 and a significance value of 0.889.
6	The work environment has a positive effect on the performance of employees of the Secretary General of the DPR RI	Accepted	CR value of 1.421 and a significance value of 0.155
7	Work motivation has a positive effect on the performance of employees of the Secretary General of the DPR RI.		CR value of 3.218 and a significance value of 0.001

8	Work discipline has a positive effect on the performance of employees of the Secretary General of the DPR RI through motivation.	Rejected	t value of 2.30 (greater than 1.98)
9	Leadership style has a positive effect on the performance of employees of the Secretary General of the DPR RI through motivation.		t value of 4.90 (greater than 1.98)
10	The work environment on motivation has a positive effect on the performance of employees of the Secretary General of the DPR RI.	Rejected	t value of 3.16 (greater than 1.98)

Source: Data processed, 2023

**DISCUSSION**

Work discipline has a positive effect on the motivation of employees of the Secretary General of the DPR RI.

The results of this test state that work discipline has a positive and significant effect on motivation. Work discipline in this study uses four indicators, namely attendance, accuracy, obeying work rules and responsibility. Where out of 167 respondents answering the statements in the questionnaire stated that they agreed with the statements regarding the work discipline they felt and practiced at work. Work discipline is obedience and compliance with the values that are believed and become a responsibility during work.

Disciplinary action aims to change people's behavior so that they comply with applicable regulations. A worker who is highly disciplined, comes to work on time as well as goes home on time, always obeys the rules is not necessarily going to be efficient in his duties if he does not have expertise in his field.

Discipline is a person's awareness and willingness to obey all company rules and social norms that apply. Discipline must be enforced in a company organization, because without the support of good employee discipline, it is difficult for the company to realize its goals. So, discipline is the key to the success of an employee's motivation to achieve goals. Efforts to encourage employees to comply with regulations require the right strategy, namely by increasing motivation for employees.

The results of research conducted by Hidayah and Pribadi (2011) showed that work discipline has a positive and significant influence on work motivation at the Semarang City Marine and Fisheries Service. Another study conducted by Rosyidin (2014) states that work discipline has a positive effect on work motivation. This means that the higher the work discipline, the more work motivation will increase.

**Leadership style has a positive effect on employee motivation of the Secretary General of the DPR RI**

The results of this test state that leadership style has a positive and significant effect on motivation. This finding shows that the leadership style perceived by employees at the Secretary General of the DPR RI has a positive and significant influence on employee work motivation.

Leadership is a person who has the ability to coordinate and give direction to someone and influence others to follow / work in accordance with the goals and objectives of the organization to be achieved so that it can work according to the goals to be achieved. So leadership style is a way for someone to lead their subordinates.

Motivation is closely related to leadership style. Because the success of a leader in mobilizing others is highly dependent on authority and how to create motivation in each employee, so that the goals set can be achieved. Motivated employees will try to achieve goals voluntarily and will then work well.

One leadership style that emphasizes the importance of a leader creating a vision and environment that motivates subordinates to achieve beyond their expectations (Burns in Dewi, 2012: 15) is a transformational leadership style. In both planned and unplanned organizational change, the most important aspect is individual change. Changes in these individuals are not easy, but must go through a process. Leaders as role models in the organization, so changes must start from the top level (leaders).

Research conducted by Rohaeni (2017) that the higher the leadership style attention to the task will make employee work motivation low, this will result in poor employee performance, this is because employees feel supervised. Likewise, if the leadership style is higher attention to people, employee motivation will be higher, this is because employees feel cared for by their leaders so that this will result in employee performance will increase.

### **The work environment has a positive effect on the motivation of employees of the Secretary General of the DPR RI**

The results of this test state that the work environment has a positive and significant effect on employee motivation at the Secretary General of the DPR RI. This shows that the work environment is a force that encourages the enthusiasm that exists inside and outside of him in the form of rewards and punishments, this is supported by the answers of respondents who mostly stated that the condition of the work environment at the Secretary General of the DPR RI is well maintained, so that employees are motivated to work in completing work because the need to exist, the need to establish relationships and the need to develop are fulfilled.

The work environment plays an important role in increasing the enthusiasm and motivation of workers, because of a good work environment, workers will be comfortable and at home in the workplace and will be even more enthusiastic in carrying out work, but if the working environment conditions are not good and uncomfortable, then the workers will not be enthusiastic in working, because a good work environment can arise from all workers who work in a company. The creation of a good work environment depends on the workers who take care of the environment, if the relationship between workers is not good, there will be a work environment that is not good and uncomfortable for workers, so that it will result in the workers not being comfortable in doing the job, so that workers are less than optimal in completing the work.

The work environment is everything that is around workers that can affect employees at work including lighting arrangements, noise control, workplace hygiene arrangements and workplace security arrangements. A conducive work environment provides a sense of security and employees will work more optimally. The work

environment will also affect employees' emotional state. If employees like the work environment where they work, then employees will carry out their activities well so that working time is used effectively. High employee productivity is automatically high employee performance. The work environment includes working relationships between subordinates and superiors and the physical work environment where employees work.

The work environment affects employee motivation is also shown from the results of research conducted by Anwar (2013) conducted at the Immigration Office of Samarinda City. The results of this study indicate that the work environment in the company such as coloring, air, noise, and space have a positive effect on employee morale.

### **Work discipline has a positive effect on the performance of employees of the Secretary General of the DPR RI**

The results of this test state that work discipline has a positive and significant effect on employee performance at the Secretary General of the DPR RI. Amatulli and Antonini, who use Expectancy Theory, explain that work discipline is a very important factor in improving employee performance. Abbassi and Mokhtari (2011) who use the Hierarchy of Needs theory which explains that work discipline is one of the basic needs that must be met by employees in order to achieve optimal performance that employees who have a high need for achievement tend to be more disciplined and have good performance.

One of the factors that affect employee performance is work discipline. Work discipline is one of the benchmarks for assessing work performance. People who are able to show a disciplined attitude at work tend to have rigor and have great responsibility for the tasks they are responsible for. The severity of a task that is the responsibility of a worker is viewed or responded to differently from other workers, this depends on each individual in viewing the work. The more awareness of the duties and responsibilities will lead to work discipline. Workers who are able to overcome all work-related problems tend to be more able to complete tasks on time. This condition reflects high work discipline (Hasibuan, 2000).

The results of research conducted by Riyanto Efendi (2020) show that there is a positive and significant relationship between work discipline and employee performance in Batik UMKM employees in Yogyakarta City, Indonesia. This means that if work discipline increases by one level, employee performance will also increase by one level.

### **Leadership style has a positive effect on employee performance at the Secretary General of the DPR RI**

The results of this test state that leadership style has a positive but insignificant effect on employee performance at the Secretary General of the DPR RI. Good or bad leadership style will not cause changes in employee performance.

The results of this study are not in line with the theory or research findings conducted by Rizky Putra (2011) where leadership style affects employee performance. The absence of the influence of leadership style on employee performance can be understood considering that any good leadership will not be able to move the organization when the system built is not able to provide a foundation and even limit

the creativity of the leader. The absence of the influence of leadership style on employee performance occurs because this study has limited characteristics, number and distribution of respondents and variable measurements. In addition, the absence of the influence of leadership style on performance may occur because the factor that affects performance is not the leadership style but the attitude, type and behavior of the leader. Therefore, organizations need to conduct a review in order to get better research results so that they can be generalized and can be used in making better policies. These results are in line with the research of Bambang Guritno and Waridin (2005) that leadership style has a negative effect on employee performance but these results are not in line with the research of Tampubolon (2007) which states that leadership style has a significant influence on employee performance.

### **The work environment has a positive effect on the performance of employees of the Secretary General of the DPR RI**

The results of this test state that the work environment has a positive but insignificant effect on employee performance at the Secretary General of the DPR RI. This means that the work environment is not a dominant factor in improving employee performance at the Secretary General of the DPR RI.

Although previous research conducted by Ernanda et al. (2020) stated that the work environment affects employee performance. This means that everything around the work environment can support employee performance activities, but in this study the application of the work environment is not necessarily able to encourage employee performance. Thus, these findings agree with research conducted by Nurjannah (2020) which shows that partially the work environment has no significant effect on employee performance because the agency only focuses on employee abilities without paying attention that the work environment is also important to improve employee performance.

### **Work motivation has a positive effect on employee performance at the Secretary General of the House of Representatives.**

Furthermore, the results showed that work motivation has a significant effect on employee performance at the Secretary General of the DPR RI. Work motivation is a basic human need and as an incentive that is expected to fulfill the basic needs desired, so that if the need exists it will result in the success of an activity.

Motivation is something that encourages individuals to do something good in this case their duties as employees of the Director General of the DPR RI. Rusmini's research (2020) found that work motivation has a significant effect on the performance of civil servants at the Tabanan Regency Manpower Office. The results of Rusmini's research (2020) are supported by the results of research by Suastika (2017) and Iskandar (2018) who found that work motivation has a positive and significant effect on performance. This opinion is also supported by the results of Julita's research (2009) which provides empirical evidence of the positive effect of work motivation on the performance of employees of the Directorate General of Immigration. Thus, this study suspects that the better the work motivation, the better the performance of the DPR RI secretariat employees.

Employees who have high work motivation will try to get their work done as well as possible. In a general sense, motivation is said to be a need that drives action towards a certain goal. Work motivation is something that creates enthusiasm or encouragement for work. Therefore, work motivation in work psychology is usually called a driver of work enthusiasm. The strength and weakness of a worker's work motivation also determines the size of his achievements. This is reinforced by Sari (2012), which says that motivation has an effect in improving employee performance, meaning that in increasing employee motivation can be done by giving awards to outstanding employees. The performance of an organization is strongly influenced by employee motivation.

Improving employee performance requires a high level of motivation with high employee motivation employee performance will increase while if employee motivation is low there will be a decrease in performance. If an agency has low employee motivation, the enthusiasm of employees to achieve the targets targeted by the bank will be hampered. If the motivation in an agency is good, then there is a possibility that employees will complete their work well and achieve the targets achieved. So the researchers concluded that work motivation is very influential on employee performance.

It can be seen from the results of the study that it has a significant and positive effect on employee performance. Not only that, this study also confirmed several previous studies, such as Cion Orocomna (2018) which said that there was a positive effect of work motivation on employee performance.

### **Work discipline has a positive effect on employee performance of the Secretary General of the DPR RI through motivation**

The results showed that work discipline has a significant effect on employee performance at the Secretary General of the DPR RI through motivation. This is evidenced by the value of the t test with the sobel test which shows significant results.

Discipline is a person's awareness and willingness to obey company regulations and applicable norms. Without good employee discipline it is difficult for companies to achieve optimal results. If the results achieved are not optimal, it means that the performance produced by employees is not good. In this case motivation is needed to improve employee performance, so that employees are enthusiastic about doing work and will affect agency goals.

Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms (Hasibuan, 2014). Discipline is not something that is present instantly, but there are processes that shape it, one of which is employee motivation. Motivation is the driving force within employees to want to carry out work properly and in accordance with the burden given by the organization (Kadarisman, 2012). So that from this theory it is very natural that high motivation can intervene in the relationship between discipline and employee performance. Research conducted by Chakim (2011) in his research concluded that work motivation moderates the influence of compensation and work discipline on the performance of employees of the Administration of Wahid Hasyim University Semarang. Thus, this study suspects that the better work discipline on the performance of DPR RI secretariat employees through motivation will be better.

This is in line with research according to Indrayanto (2018) stating that the work discipline of employees will be able to increase their work motivation which will then be followed by a higher level of quality and quantity of employee work results. The results of this study are consistent with research conducted by Harry Kurniawan (2019) with the title Effect of Work Discipline and work Environment on Employee Performance with Work Motivation as an Intervening Variable in the Department of Tourism Youth and Sport of Padang District. Galih Wisnu Wardhana & Achmad Choerudin (2014) obtained research findings showing that leadership and work discipline have a significant positive impact on employee performance mediated by work motivation.

### **Leadership style has a significant positive effect on employee performance through motivation**

The results showed that leadership style has a significant effect on employee performance at the Secretary General of the DPR RI through motivation. This is evidenced by the value of the t test with the sobel test which shows insignificant results.

The better the leadership style, the more employee work motivation will increase and performance will also increase, on the contrary, the less good the leadership style, the more employee work motivation will decrease, and performance will also decrease.

This study provides findings that motivation plays an important role in improving employee performance indirectly, because the magnitude of the direct effect of leadership style on performance is much smaller than the indirect effect through work motivation. As according to Juliningrum and Sudiro (2013) that with the motivation that is formed, both from within the employee himself and from the environment, it can make employees continue to be enthusiastic, enthusiastic and not easily give up at work. Finally, the growth of enthusiasm in employees at work will also have an impact on the performance that will be produced by the employees themselves.

### **Work environment on motivation has a positive effect on the performance of employees of the Secretary General of the DPR RI**

The results showed that the work environment has a significant effect on employee performance at the Secretary General of the DPR RI through motivation. This is evidenced by the value of the t test with the sobel test which shows insignificant results.

This shows that a good work environment will create a sense of comfort in employees. With a sense of comfort and pleasure, it will affect employees to be more active, diligent and enthusiastic in working and vice versa, if the work environment is bad, it will result in decreased employee performance. Thus, leaders are expected to always strive for facilities and infrastructure at the agency to be more adequate so that employees will feel comfortable to work, besides that leaders are expected to always create harmonious relationships with employees so that employees always feel treated fairly in the work environment.

A comfortable and conducive work environment can influence employees to be more motivated in improving the quality and quantity of their performance to be more effective and efficient, so that the work environment and work motivation can have an effect on improving employee performance. With the fulfillment of various employee needs, both existence needs, relatedness needs and growth needs and supported by a

good work environment, it will certainly greatly affect the improvement of employee performance.

A pleasant work environment is a key driver for employees to produce peak performance. Therefore, poor performance or employee performance may be caused by a number of factors, ranging from poor work ability to insufficient motivation or a poor work environment. The life of employees will not be separated from various conditions of the surrounding environment, between employees and the environment there is a very close relationship. In this case, employees will always try to adapt to the various environmental conditions around them. Likewise, when employees do work, as employees cannot be separated from the various conditions around where employees work, namely the work environment. As long as employees do work, employees will interact with various conditions that exist in the work environment.

## **CONCLUSION**

The results showed that work discipline, leadership style, and work environment have different effects on employee motivation and performance at the Secretary General of the DPR RI. Work discipline has a positive and significant impact on work motivation and performance, confirming the close relationship between motivation and work discipline, where a high level of work discipline will increase employee motivation and performance. Leadership style also has a positive effect on work motivation, although it has an insignificant effect on employee performance. Meanwhile, the work environment plays an important role in increasing motivation, although its effect is not significant on employee performance. In addition, work motivation has a positive and significant effect on employee performance, and work discipline and leadership style indirectly through motivation also have a significant effect on employee performance. A good working environment creates comfort and morale, which in turn affects employee performance. In this context, the study's conclusions emphasize the importance of paying attention to work discipline, leadership style, and work environment to improve employee motivation and performance at the Secretary General of the DPR RI.

## **LIMITATION**

1. Context Specificity: Findings from this study are specific to the Secretariat of the Indonesian House of Representatives and may not be directly applicable to other organizations or settings, given the unique characteristics and context of this workplace.
2. Causality: While the study identifies relationships between variables, it may not establish causality. The findings suggest associations, but it's challenging to definitively conclude that one variable causes changes in another.
3. Potential Endogeneity: The research assumes that the identified factors directly influence motivation and performance, but there may be endogeneity issues where motivation and performance reciprocally influence these factors.
4. Temporal Constraints: The study's timeframe may have limited the ability to capture seasonal variations, long-term trends, or evolving dynamics that could influence the relationships studied.

These limitations should be considered when interpreting the results and generalizing the findings to other contexts or populations. Future research could address some of these limitations for a more comprehensive understanding of the topic..

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