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The Influence Of Leadership And Work Environment On Employee Performance At The Office Of The Secretariat Of The Lahat Regency Legislature

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Leadership, Work Environment, Employee Performance.

ABSTRACT

This study aims to determine the effect of leadership and work environment on employee performance at the Lahat Regency DPRD Secretariat Office. The sample in this study amounted to 42 respondents who were distributed to employees at the Lahat Regency DPRD Secretariat Office. The data analysis method used is quantitative analysis using Data Quality Test (Validity Test and Reliability Test), Inferential Statistical Test (Multiple Linear Regression, Correlation Coefficient, Coefficient of Determination, t test, and F test). The results of the analysis obtained Leadership has a positive and significant effect on Employee Performance at the Lahat Regency DPRD Secretariat Office, this can be seen from the t value (4.214) > t table (2.023). And the Work Environment has a positive and significant effect on Employee Performance at the Lahat Regency DPRD Secretariat Office, this can be seen from the t value (3,207) > t-table (2,023). And Leadership and Work Environment have a positive and significant effect on Employee Performance at the Lahat Regency DPRD Secretariat Office, this can be seen from the calculated F value (25.463) > F table (4.091) and the significance value < the significance level (α) 0.05 (0.000 < 0.05).

INTRODUCTION

In a company's operating system, human resource potential is essentially one of the capital and plays the most important role in achieving company goals. Therefore, efforts are needed to improve human resources as well as possible. Because the key to a company's success is not only technological superiority and the occurrence of funds. But the human factor is the most important factor.

Human resources, both those occupying leadership positions and members, are important factors in every organization or agency, both government and private, especially to achieve organizational goals. Because the success or failure of an organization or agency is influenced by the human factor as the executor of the work.

An organization is a container or exactly two or more people who have a bond of cooperation to achieve a common goal. People in an organization have a continuous connection. This sense of connection does not mean lifelong membership. On the contrary, organizations face constant changes in their membership, even though at the time they were members, people in the organization participated regularly.

With direct and regular participation, it results in the implementation of work, namely performance in order to achieve organizational or agency goals. Performance is a condition that must be known and confirmed to certain parties to find out the level of achievement of an agency's results in relation to the vision held by an organization or company and to find out the positive and negative impacts of an operational policy.

Good employee performance is very important for the company in achieving the company's goals. If employee performance decreases, it will cause the company to be slow in achieving its goals. Therefore, employee performance needs to be considered in an effort to achieve maximum goals. The success of employee performance in achieving maximum goals also requires good leadership and a good work environment.

Leadership is a behavior with a specific purpose to influence the activities of group members to achieve common goals designed to provide individual and organizational benefits, so that in an organization leadership is a very important factor in determining the achievement of goals that have been set by the organization.

Leadership is the central point and policy determinant of activities to be implemented in the organization. Even now it can be said that the progress achieved and the setbacks experienced by the agency are very much determined by the role of its leader. Leadership in an organization/company is very important because good and effective leadership is able to build, encourage and promote a strong corporate culture and ultimately achieve success.

In addition to leadership, the work environment is also a supporting factor for employee performance in an agency or organization. The work environment is a very important component in employees carrying out work activities. By paying attention to a good work environment or creating working conditions that can provide motivation to work, it will have an effect on employee enthusiasm or work spirit. The definition of the work environment here is everything that is around the workers and that can influence them in carrying out the tasks assigned, for example, cleanliness, music, lighting and others.

The work environment can create a comfortable atmosphere and provide peace, then it will make the work atmosphere conducive so that it can improve a person's work results to be better, because they work without interruption. However, on the contrary, if the atmosphere or condition of the work environment does not provide comfort or peace, it will result in a disturbed work atmosphere which will ultimately affect work.

Based on observations and interviews conducted by researchers, they found problematic phenomena in this company. The problem found was employee performance that was not in accordance with what the company wanted. This can be seen from the declining employee performance, where there are still employees who use work time to do things outside of work. For example, such as work given by superiors to employees is not done directly by employees but rather doing things personal employees first. Because according to him the work given is not too difficult to do so that it causes the work not to be completed on time. In addition, employees still delay work and extend break times.

In addition, the lack of a sense of brotherhood between co-workers, such as only focusing on their own work and assuming that work is a competition, makes the atmosphere in the work environment in teamwork less harmonious and misunderstandings often occur due to miscommunication.

This needs to get attention from the leadership in the office so that the performance of the employees improves, in this condition it is very necessary for the leader to apply leadership in leading his subordinates and provide good direction to all his employees because employees

who have good leaders will try to improve their performance so that their work can be successful as well as possible.

LITERATURE REVIEW

Leadership

Leadership is one of the dimensions of competence that greatly determines the performance or success of an organization. The essence of leadership is how to influence others to be effective. Leadership is an art, because each person's approach to leading people is different depending on the characteristics of the leader, the characteristics of the task and the character of the person being led.

According to Wijono (2022:54) leadership is an effort by a leader to be able to realize individual goals or organizational goals. Therefore, leaders are expected to be able to influence, support, and provide motivation so that their followers are willing to carry it out enthusiastically in achieving the goals desired by individuals and organizations.

According to Mustafa and Maryadi (2022:154), leadership is a behavior with a specific purpose to influence the activities of group members to achieve common goals designed to provide individual and organizational benefits, so that in an organization leadership is a very important factor in determining the achievement of predetermined organizational goals.

Meanwhile, according to Martoyo in (Mujiati, 20 23:33) Leadership is all activities in order to influence people to work together to achieve a goal that is desired together.

Based on the understanding of leadership from several experts above, it can be concluded that leadership is a person's ability to influence other people with certain characteristics to be able to work according to the expected goals and desires.

Work Environment

The work environment in a company is very important for management to pay attention to. Although the work environment does not carry out the production process in a company, the work environment has a direct influence on the employees who carry out the production process.

According to Saripuddin (2022:144) the work environment is the situation or circumstances surrounding employees , a healthy environment will influence the work of employees so that they can carry out the tasks that have been assigned to them well, a clean work environment can create a feeling of happiness so that it can influence work enthusiasm and enthusiasm and of course can influence employee performance .

According to Siagian & Khair (2021:119) the work environment is everything around employees that can influence employees in carrying out the tasks assigned by the company. However, in general, the definition of the work environment is the conditions and atmosphere in which employees carry out their duties and work optimally. Meanwhile, according to Nawawi (2019:47) the work environment is one of the elements that influences him in carrying out organizational tasks .

From the various opinions above, it can be concluded that the work environment is all conditions around the workplace, both concerning the physical and non-physical work environment, which can make employees feel comfortable and improve the resulting performance.

Performance

According to Arianty (2021:24) performance is the work results that can be achieved by a person or group of people in an organization. In accordance with the authority and responsibility of each, in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals and ethics .

According to Rivai and Basri (in Kaswan, 2020:47) 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 have been mutually agreed upon.

Meanwhile, according to Kasmir (2020:69), performance is a work result achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time. This performance is a combination of three important factors, namely a person's ability and interest. workers, ability and acceptance of explanations of task delegation and roles and the level of motivation of a worker .

Based on several opinions above, it can be concluded that performance is the willingness of a person or group to carry out tasks given through a work process that will get results according to the time and criteria determined by the company and has the view that the quality and quantity of work today must be better than yesterday, and tomorrow must be better than today.

METHODS

Data Quality Test

This test aims to determine whether the data used is valid and reliable, because the truth of the data processed greatly determines the quality of the research results. The data quality test analysis tools used are Validity Test and Reliability Test.

Validity Test

This test is a measure of fact analysis that shows the level of accuracy of an instrument and to determine the accuracy of what is to be measured. An instrument is said to be valid if it is able to measure what is desired. The method of validity testing is done by comparing the results of the correlation coefficient between items with the total variables compared to the value. If the correlation coefficient is greater than the critical value, then it is called valid. Validity is used to measure whether a questionnaire is valid or not. How to measure validity with the product moment formula for raw numbers is as follows:

$$r_{xy} = \frac{N(\Sigma XY) - (\Sigma X(\Sigma Y)}{\sqrt{\{N\Sigma X^2 - (\Sigma X)^2\}\{N\Sigma Y^2 - (\Sigma Y)^2\}}}$$

Information

r_{xy} = Correlation coefficient between variables X and Y
N = Number of Respondents
X = Item Score
Y = Total Score

Reliability Test

Reliability shows an understanding that an instrument is quite reliable or can be used as a data collection tool because the instrument is good (Arikunto, 2017:101). So it can be concluded that reliability is a term used to indicate the extent to which a measurement result is relatively consistent if the measuring instrument is used repeatedly.

Normality Test

The normality test aims to test whether in the regression model, the dependent variable, the independent variable or both have a normal distribution or not. A good regression model is one that has a normal data distribution or the spread of statistical data on the diagonal axis of the normal distribution graph (Ghozali, 2016:112).

Normality testing in this study is used by looking at *the normal probability plot* which compares the cumulative distribution of the actual data with the cumulative distribution of normal data. While the basis for decision making for data normality testing is (Ghozali, 2016:120):

- If the data is spread along a diagonal line and follows the direction of the diagonal line or the histogram graph shows a normal distribution pattern, then the regression model meets the assumption of normality.
- If the data is spread along a diagonal line and follows the direction of the diagonal line or the histogram graph does not show a normal distribution pattern, then the regression model does not meet the assumption of normality.

Multicollinearity Test

The multicollinearity test aims to test whether there is a correlation between independent variables in the regression model. A good regression model should not have a correlation between independent variables. If the independent variables are correlated, then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables = 0. Multicollinearity can be seen from the Tolerance and Variance Inflation Factor (VIF) values. According to Imam Ghozali (2016:98), the way to detect multicollinearity in a regression model is as follows:

- The magnitude *of the Inflation Factor* (VIF) variable, the guideline for a regression model that is free from multicollinearity, namely a VIF value ≤ 10.
- The value *of tolerance* as a guideline for a regression model that is free from multiconvergence is a tolerance value ≥ 0.1.

Heteroscedasticity Test

The Heteroscedasticity Test aims to determine whether in the regression model the variance inequality of the residuals of one observation to another observation. If the variance of the residuals of other observations remains the same, it is called homoscedasticity and if it is different, it is called heteroscedasticity. A good regression model is homoscedasticity or does not have heteroscedasticity. The way to detect it is by looking at the scatter plot graph between the predicted values of the dependent variable (ZPRED) and the residuals (SRESID). Basic analysis:

- If there is a certain pattern, such as points that form a certain regular pattern (wavy, widening then narrowing), then it indicates that heteroscedasticity has occurred.
- If there is no clear pattern, and the points above and below are zero on the Y axis, then there is no heteroscedasticity (Ghozali, 2016:105).

Descriptive Statistical Analysis

According to Sugiyono (2017:20), descriptive statistics are statistics used to analyze data by describing or depicting the collected data as it is without intending to draw conclusions that apply to the public or generalize.

Inferential Statistical Analysis

Inferential statistics is a data analysis technique used to determine the extent of similarity between the results obtained from a sample and the results that will be obtained in the population as a whole. Inferential statistics includes all methods related to the analysis of part of the data (examples) or also often referred to as samples. To then arrive at a forecast or draw conclusions regarding all of its parent data (population). In inferential statistics, parameter estimates are made, hypotheses are made, and the hypotheses are tested until a generally applicable conclusion is reached. The following is the calculation of inferential statistics as follows.

Multiple Linear Regression

Multiple linear regression is a linear regression model involving more than one independent variable. Linear regression in this study is used to determine the Influence of Leadership and Work Environment on Employee Performance at the Lahat Regency DPRD Secretariat Office.

Partial Test (t-Test)

Used to determine the significance of the influence of independent variables on dependent variables partially or individually, so that it can be known whether the existing assumptions can be accepted or rejected.

Simultaneous Test (F Test)

The F test is used to determine the significance of the influence of the Division of Labor (X1) and Supervision (X2) variables $_{\text{together}}$ on $_{\text{Work}}$ Effectiveness (Y).

Coefficient of Determination

To see how much influence the independent variable has on the dependent variable partially, the determination coefficient is used. The determination coefficient is the square of the correlation coefficient as a measure to determine the ability of each variable used (Sugiyono, 2017:321).

Meanwhile, *R* is a multiple correlation coefficient concerning the level of relationship between the dependent variable (Y) and all independent variables that explain together and its value is always positive (Sugiyono, 2017:322). Furthermore, to conduct a determination coefficient test ($^{\text{adjusted}}$ *R2*) it is used to measure the proportion or percentage of the contribution of the independent variables studied to the variation in the rise and fall of the dependent variable.

The determinant coefficient ranges from zero to one ($0 \leq R^2 \leq 1$). This means that if $R^2 = 0$ indicates no influence between the independent variable and the dependent variable, if *the adjusted* R^2 is getting bigger and approaching 1, it indicates the stronger influence of the independent variable on the dependent variable and if *the adjusted* R^2 is getting smaller and even approaching zero, then it can be said that the influence of the independent variable on the dependent variable is getting smaller.

RESULTS AND DISCUSSION

Validity Test

Ghozali (2016:90) states that "validity tests are often used to measure the accuracy of an item in a questionnaire or scale, whether the items in the questionnaire are accurate in measuring what is to be measured". Testing the validity of the data in this study used the *Pearson Bivariate correlation method (Pearson Product Moment* Correlation). Ghozali (2016 :90) stated that: This analysis is done by correlating each item score with the total score. The total score is the sum of all items.

Question items that correlate significantly with the total score indicate that these items are able to provide support in revealing what is to be revealed. The test uses a two-sided test with a significance level of 0.05. The testing criteria are if r count ≥ r table then the instrument or statement items are significantly correlated to the total score (declared valid). The number of data df = n-2, (42)-2 = 0.304 , so r table in this study is 0.304 .

Table 1 Leadership Validity Test Results (X_1)

Item / Statement to	r count	r table	Information
1	0, 792	0, 304	Valid
2	0, 776	0, 304	Valid
3	0, 792	0, 304	Valid
4	0, 717	0, 304	Valid
5	0, 725	0, 304	Valid
6	0, 530	0, 304	Valid
7	0, 539	0, 304	Valid
8	0, 619	0, 304	Valid
9	0, 552	0, 304	Valid
10	0, 583	0, 304	Valid

Based on table 1 , the calculated r value *(Person Correlation)* from questions 1 to 10 is greater than the r table, namely 0.304 , so the instrument can be declared valid.

Table 2 Work Environment Validity Test Results (X_2)

Item / Statement to	r count	r table	Information
1	0, 745	0, 304	Valid
2	0, 757	0, 304	Valid
3	0, 756	0, 304	Valid
4	0, 801	0, 304	Valid
5	0, 733	0, 304	Valid
6	0, 494	0, 304	Valid
7	0, 719	0, 304	Valid
8	0, 742	0, 304	Valid
9	0, 655	0, 304	Valid
10	0, 645	0, 304	Valid

Table 3 Performance Validity Test Results (Y)

Item / Statement to	r count	r table	Information
1	0, 703	0, 304	Valid
2	0, 736	0, 304	Valid
3	0, 588	0, 304	Valid
4	0, 586	0, 304	Valid
5	0, 693	0, 304	Valid
6	0, 700	0, 304	Valid
7	0, 630	0, 304	Valid
8	0, 465	0, 304	Valid
9	0, 692	0, 304	Valid
10	0, 794	0, 304	Valid

Source: processed primary data, 2025

Based on table 3 , the calculated r value *(Person Correlation)* from questions 1 to 10 is greater than the r table, namely 0.304 , so the instrument can be declared valid.

Reliability Test

In this case, the reliability test was carried out using *the Cronbach's Alpha method.* with the criterion that the calculated alpha level is greater than the *Cronbach's Alpha coefficient* of 0.60,

then the data presented has a good level of reliability. The measurement of the alpha level is carried out using the spss program version 22.0. The results of the calculation can be seen in the table of spss output results below.

Table 4 Reliability Test Results Leadership (X_1)

Reliability Statistics

Cronbach's Alpha	N of Items
.858	10

Source: processed primary data, 2025

Results of the reliability test of the Leadership variable (X_1) in the table above in the reliability output, where the results obtained from *Cronbach's Alpha* are 0.858 . And because these results are greater than the *Cronbach's Alpha coefficient* of 0.60, then the data tested has a good or reliable level of reliability.

Table 5 Reliability Test Results Work Environment (X_2)

Reliability Statistics

Cronbach's Alpha	N of Items
.888	10

Source: processed primary data, 2025

The results of the reliability test of the Work Environment variable (X2) in the table above on the reliability output, where the results obtained from *Cronbanch's Alpha* are 0.888 . And because these results are greater than the *Cronbanch's Alpha coefficient* of 0.60, then the data tested has a good or reliable level of reliability.

Table 6 Reliability Test Results Performance (Y)

Reliability Statistics

Cronbach's Alpha	N of Items
. 852	10

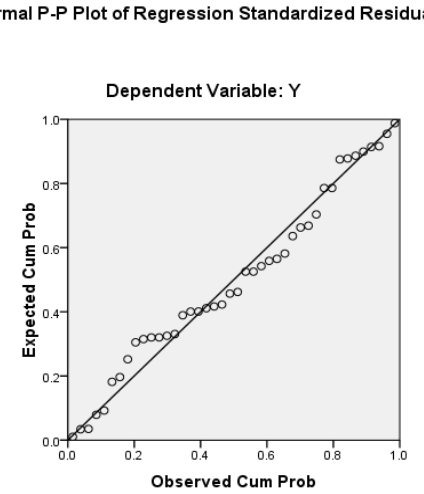
Source: processed primary data, 2025

The results of the reliability test of the Performance variable (Y) in the table above are in the reliability output, where the results obtained from *Cronbach's Alpha* are 0.852 . And because these results are greater than the *Cronbach's Alpha coefficient* of 0.60, then the data tested has a good or reliable level of reliability.

Normality Test

The normality test is used to determine whether the data population is normally distributed or not. To detect data normality can be seen through *the output of the p-plot* normal curve graph. A variable is said to be normal if the distribution image with data points spread around the diagonal line and the distribution of data points in the same direction follows the diagonal line. *p-plot* graph in Figure 4.2 shows the distribution of data (points) around the regression line (diagonal) and the distribution of data points in the same direction following the diagonal line, so it can be concluded that the regression model is suitable for use because it meets the normality assumption.

Figure 1 *p-plot* graph



Multicollinearity Test

According to Ghozali, (2019 : 105) this test is conducted with the aim of testing whether there is a correlation between independent variables in the regression model. This needs to be done because a good regression model should not have a correlation between independent variables. To detect the presence or absence of multicollinearity in the regression model through *the Variance Inflation factor* (VIF). This test uses the help of SPSS version 22.0.

Table 7 Multicollinearity Test Results

Coefficients [a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	7,050	4.709		1,497	.142		
X1	.474	.112	.499	4.214	.000	.792	1.262
X2	.368	.115	.380	3.207	.003	.792	1.262

a. Dependent Variable: Y

Source: Processed primary data, 2025

In the table above, it can be seen that the test results show that all independent variables (Leadership and Work Environment) used in this study have a *Tolerance value* of more than 0.10 and have a VIF value of less than 10. This means that the independent variables used in this study do not experience multicollinearity.

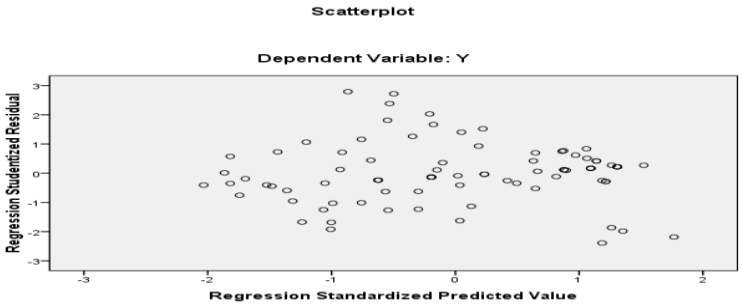
Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is inequality of variance from the residual of one observation to another observation. If the variance from the residual of one observation to another observation remains constant, then it is called homoscedasticity. and if different it is called heteroscedasticity. A good regression model is one that is homoscedastic or does not have heteroscedasticity.

Heteroscedasticity detection can be done using the *scatter plot method* by plotting the ZPRED value (prediction value) with SRESID (residual value). A good model is obtained if there is

no particular pattern on the graph, such as gathering in the middle, narrowing then widening or vice versa widening then narrowing.

Figure 2 *Scatter Plot*



In the heteroscedasticity test using SPSS 22.0, the points are spread out so that it can be concluded that they have the same residual and the independent variable is homoscedastic. Based on Figure 4.3, the results are not clear and the points are spread above and below zero below the Y axis, so there is no heteroscedasticity .

Descriptive Statistical Test

Table 8 Descriptive Statistics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
X1	42	31	50	39.21	5,740
X2	42	32	49	39.64	5,626
Y	42	31	48	40.21	5.448
Valid N (listwise)	42				

Multiple Linear Regression

The multiple linear regression analysis used in this study aims to determine the effect of Leadership and Work Environment on Employee Performance at the Laha Regency DPRD Secretariat Office . The complete results of the multiple linear regression analysis can be seen in table 9.

Table 9 Multiple Linear Regression Analysis Results

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,050	4.709		1,497	.142
	X1	.474	.112	.499	4.214	.000
	X2	.368	.115	.380	3.207	.003

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,050	4.709		1,497	.142
	X1	.474	.112	.499	4.214	.000
	X2	.368	.115	.380	3.207	.003

a. Dependent Variable: Y

Source: processed primary data, 2025

Based on table 4.1 3 , a multiple linear regression equation can be made as follows:

$$Y = 7.050 + 0.474 X_1 + 0.368 X_2 + e$$

The regression equation above can be explained as follows:

a. Constant of 7,050, meaning if Leadership (X_1) and Work Environment (X_2) is 0 , then the Performance (Y) value is 7.050 .
b. Regression coefficient of Promotion Communication variable (X_1) is 0.474 , meaning that if the Promotion experiences a one-unit increase, then Performance (Y) will experience an increase of 0.474 .
c. The regression coefficient of the Work Environment variable (X2) is 0.368 , meaning that if the Work Environment increases by one unit, then Performance (Y) will increase by 0.368 .

Partial Test (t-Test)

This test aims to test whether the independent variables (Leadership and Work Environment) individually have a significant influence or not on the dependent variable (Performance). To test the significance of the relationship, you can use *the SPSS For Windows 22 system* with the following steps:

Table 10 t- Test Results

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,050	4.709		1,497	.142
	X1	.474	.112	.499	4.214	.000
	X2	.368	.115	.380	3.207	.003

a. Dependent Variable: Y

Source: processed primary data, 2025

t-test of Leadership (X1) with Performance (Y)

The first hypothesis in this study (H1) states that Leadership has a positive and significant effect on Employee Performance at the Lahat Regency DPRD Secretariat Office . The first hypothesis testing was analyzed using a partial test (t-test). The results of the partial test (t-test) can be seen in table 4.14. above.

1. Determining the formulation of Ho and H1
   Ho : b $_1$ = 0 : means there is no influence between the independent variable and the dependent variable separately.
   H1 : b $_2$ ≠ 0 : means there is an influence between the independent variable and the dependent variable separately.
2. Level of significance *α* = 5%
   a. Df (n-2-1) = 42 – 2 – 1 = 39
   b. t table = t 0.05 / 2 : 39
   c. t table = t 0.025 : 39
   d. t table = 2.023
3. Conclusion
   In table 4.14 the calculated t value for the Leadership variable ($_{X1}$) is 4.214 , while the t table value is 2.023 . In addition, the significance value is 0.000 which is smaller than the significance level (α) of 0.05. Because the calculated t value (4.214) > t table (2.023) and Sig t (0.000) < α (0.05), the first hypothesis is accepted, meaning that Leadership has a positive and significant effect on Employee Performance at the Lahat Regency DPRD Secretariat Office . This means that the first hypothesis is proven.

t-test of work environment (X2) with performance (Y)

The second hypothesis in this study (H2) states that the Work Environment has a positive and significant effect on Employee Performance at the Lahat Regency DPRD Secretariat Office . The second hypothesis testing was analyzed using a partial test (t-test). The results of the partial test (t-test) can be seen in Table 4.14. above.

Simultaneous Test (F Test)

The third hypothesis in this study (H3) states that Leadership and Work Environment have a positive and significant effect on Employee Performance at the Lahat Regency DPRD Secretariat Office . The third hypothesis testing was analyzed using simultaneous test (F test). The results of the simultaneous test (F test) can be seen in Table 4. 1 5.

Table 11 F Test Results

ANOVA [b]

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	689,244	2	344,622	25,463	.000 [a]
Residual	527,827	39	13,534		
Total	1217.071	41			

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Coefficient of Determination

Determination analysis (R2) is used to determine the percentage of contribution of the influence of independent variables (X1 , X2) simultaneously to the dependent variable (Y). R2 is equal to 0, then there is no percentage of contribution of influence given by the independent variable to the dependent variable, conversely R2 is equal to 1, then the percentage of contribution of influence given by the independent variable to the dependent variable is perfect. The results of the Determination Coefficient test can be seen in table 4.1 6 below.

Table 12 Correlation Determinant (R2)

Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.753 [a]	.566	.544	3,679

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source: processed primary data, 2025

The results of the determination analysis obtained an R2 *(R Square) figure* of 0.566. or (56.6%). This shows that the percentage contribution of the influence of the independent variables (Leadership and Work Environment) to the dependent variable (Performance) is 56.6% or the variation of the independent variables used in the model (Leadership and Work Environment) is able to explain 56.6% of the dependent variable (Performance), while the remainder is 43.4% is influenced or explained by other variables not included in this research model.

CONCLUSION

Based on the results of the research and data processing that the author has conducted, the author can draw conclusions regarding the title " The Influence of Leadership and Work Environment on Employee Performance at the Lahat Regency DPRD Secretariat Office ", namely as follows:

1. Leadership has a positive and significant influence on employee performance at the Lahat Regency DPRD Secretariat Office.
2. The work environment has a positive and significant influence on employee performance at the Lahat Regency DPRD Secretariat Office.
3. Leadership and Work Environment together have a positive and significant influence on Employee Performance at the Lahat Regency DPRD Secretariat Office.

SUGGESTION

Based on the results of the research that has been conducted, several suggestions can be put forward, including the following:

1. The leadership of the Lahat Regency DPRD Secretariat Office should continue to pay attention to all work activities carried out by its employees . so that they feel cared for and appreciated so that employees are willing and have a high level of commitment to achieving agency goals . This is because in this study, which was conducted at the Lahat Regency DPRD Secretariat Office , leadership has a greater influence in improving employee performance.
2. The Lahat Regency DPRD Secretariat Office should be able to maintain and if necessary provide a better working environment to increase employee enthusiasm and passion for work, so that employee performance remains good or even better, thus creating more optimal employee performance.
3. For further researchers, this research can be used as a reference for research on the influence of leadership and work environment on employee performance.

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