THE INFLUENCE OF LEADERSHIP STYLE, MOTIVATION AND WORK ENVIRONMENT TO EMPLOYEE PERFORMANCE AT THE DPRD SECRETARIAT REGENCY BONDOWOSO

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ABSTRACT

Technological developments require organizations to continue to compete to develop their organizations by optimizing employee performance in order to achieve organizational goals. Human Management Resource is a science or method of managing the relationships and roles of human resources owned by individuals efficiently and effectively so that the common goals of the organization , employees and society are achieved. maximum. Based on the theory of performance improvement and supported by the results of previous similar research, the research object chosen was the Bondowoso Regency DPRD Secretariat. The researchers limited this research by only focusing on the issue of the influence of leadership style, motivation and work environment on employee performance. This research aims to provide empirical evidence regarding the influence of leadership style, motivation and work environment on employee performance. The sample size that can represent the population to be studied is 77 respondents. The data analysis technique used in this research is the regression method, the research results support the entire hypothesis that has been proposed. Based on the results, the hypothesis which states that the work environment has a significant effect on employee performance is accepted. This shows that if the work environment at the Bondowoso Regency DPRD Secretariat is getting better and more comfortable, it will make employee performance increase.

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

INTRODUCTION

Technological developments require organizations to continue to compete to develop their organizations by optimizing employee performance in order to achieve organizational goals. Human Resource Management , which we usually know by the abbreviation HRM , is a science or method of managing the relationships and roles of human resources (workforce) owned by individuals efficiently and effectively so that the common goals of the organization, employees and society are achieved. maximum" this was stated by *Bintoro and Daryanto (2017).* Human management resource is something processes for acquiring, training, assessing and compensating employees and for controlling colleagues, health and safety and other matters that are directly related to justice according to *Dessler (2015).* The main task of human resource management is to manage human resources so that a workforce is satisfied with their work. According to *Handoko (2014),* human resource management is the selection, development, maintenance and use of human resources to achieve organizational goals effectively. The performance of an organization will be largely determined by the elements of its employees, therefore, when measuring the performance of an organization, it should be measured in terms of the work performance of its employees. According to *Mangkunegara (2016)* Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Furthermore, according to *Marhawati (2022)* Performance is the quality of an employee's work results in carrying out their work for a certain time, through work processes that comply with organizational standards.

The success of employee performance in achieving maximum goals also requires leadership and a good work environment. According to *Taryaman (2016) Leadership* style is a science and art of influencing other people or a group of individuals to work together, not tear each other down in order to achieve organizational goals. *Mustafa and Maryadi (2017)* also stated that leadership style is a behavior with a specific aim to influence the activities of group members to achieve common goals designed to provide individual and organizational benefits, so that In an organization, leadership style is a very important factor in determining the achievement of goals set by the organization .

Based on the theory of performance improvement and supported by the results of previous similar research, the research object chosen was the Bondowoso Regency DPRD Secretariat. Bondowoso Regency Regional Regulation Number 7 of 2016 concerning the Formation and Structure of Bondowoso Regency Regional Apparatus and Bondowoso Regent Regulation Number 135 of 2021 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of the Bondowoso Regency Regional People's Representative Council Secretariat explains that the DPRD Secretariat has the task of organizing DPRD secretarial administration, DPRD planning and financial administration, and supporting the implementation of the DPRD's duties and functions in the field of legislation, budgeting and supervision as well as providing and coordinating the expert staff needed by the DPRD in carrying out its rights and functions in accordance with needs. In carrying out these tasks, the Bondowoso Regency DPRD Secretariat has 2 functions, namely: Carrying out programs to support regional government affairs in Bondowoso Regency and implementing programs to support the implementation of the DPRD's duties and functions. In carrying out support and support programs, Bondowoso Regency DPRD Secretariat employees often work late into the night and even outside of working days, for example in holding plenary meetings which adapt to the results of deliberative body meetings. However, there are also employees who do not utilize their working hours well. The performance of the Bondowoso Regency DPRD Secretariat during 2023 is still not optimal. This can be proven from

the performance evaluation report carried out in 2023, it can be seen that there are several activities that have not yet reached the target. As in the performance table of Bondowoso Regency DPRD Secretariat employees below:

Table 1. Performance Targets of the Bondowoso Regency DPRD Secretariat

No	Activity	Realization in 2021 (%)	Realization in 2022 (%)	Realization in 2023 (%)
1	Planning, Budgeting and Performance Evaluation of Regional Apparatus	99	100	96.50
2	Regional Apparatus Financial Administration	100	100	100
3	Administration of Regional Property in Regional Apparatus	87	90	87.13
4	Regional Personnel Administration	96	94	89
5	General Administration of Regional Apparatus	94	96	94
6	Procurement of Regional Property to Support Regional Government Affairs	85	91	87
7	Provision of Supporting Services for Regional Government Affairs	88	96	92
8	Maintenance of Regional Property Supporting Regional Government Affairs	87	89	84
9	DPRD Financial and Welfare Services	91	95	97
10	DPRD Administrative Services	92	93	96
11	Formation of Regional Regulations and DPRD Regulations	88	93	91
12	Discussion of Budget Policy	91	95	97
13	Supervision of Government Administration	84	89	87
14	Increasing DPRD Capacity	89	93	91
15	Absorption and Collection of Community Aspirations	87	92	89
16	Implementation and Supervision of the DPRD Code of Ethics	88	93	90.14
17	Discussion of Regional Cooperation	86	94	88
18	Facilitation of DPRD tasks	89	92	96.58

Data source: DPRD Secretariat Strategic Plan for 2021-2023

In accordance with the main duties and functions of the Bondowoso Regency DPRD Secretariat and the experiences that have occurred, the identified problems found in the Bondowoso Regency DPRD Secretariat are as follows:
1. work environment that is less supportive with an attitude of looking down on co-workers because of their social position so that team work is less harmonious.

2. The low level of employee performance can be seen from the presence of employees who use their working time to do things outside their main duties and functions , such as prioritizing personal or group work. and take it for granted duties and responsibilities so that work cannot be completed on time.
3. There is a lack of work motivation among employees, namely there are still employees who are late and do not attend the morning roll call when the leadership is out of the office. This is in accordance with the results of the attendance recap through the Government Employee Information System (SIPP) every month for applications for additional employee income allowances based on workload.

RESEARCH METHODS

The location of this research was carried out at the Bondowoso Regency DPRD Secretariat which is located at Jl. KH. R. As'ad Syamsul Arifin No.100, Krajan, Tenggarang, Tenggarang District , Bondowoso Regency, East Java 68281. This research will be carried out for approximately 1 month starting March-April 2024. The type of research that will be used by researchers is quantitative research . Quantitative data is a type of data that can be measured or calculated directly, in the form of information or explanations expressed in numbers or in the form of numbers. Apart from that, this research aims to determine the relationship that exists between the research variables. This type of research is survey research in obtaining data related to the research problem to find out the influence of leadership style, motivation and work environment on employee performance at the Bondowoso Regency DPRD Secretariat. Population is a generalized area consisting of objects/subjects that have certain quantities and characteristics determined by research to be studied and then conclusions drawn . Meanwhile, the sample is part of the number and characteristics of the population *(Sugiyono, 2010).*

Based on this opinion, this research is a population study because the population is under 100 respondents, namely 77 people consisting of civil servants in groups I, II, III , IV , non-civil servants, contract workers and volunteer workers at the DPRD Secretariat of Bondowoso Regency. Sampling determines that respondents are selected using the saturated sample method or another term from the census where all members of the population are sampled.

Table 2. Total population consisting of civil servants and non-civil servants at the Bondowoso Regency DPRD Secretariat

No	Description	Amount
	Qualifications According to Group	77 People
1	IV/e	-
2	IV/d	1 person
3	IV/c	-
4	IV/b	2 persons
5	IV/a	-
	Group IV: 3 people	
6	III/d	5 People
7	III/c	3 people
8	III/b	4 People
9	III/a	5 People

	Group III: 17 people	
1 0	II/d	20 People
1 1	II/c	7 People
1 2	II/b	2 persons
1 3	II/a	-
	Group II: 29 people	
1 4	I/d	1 person
1 5	I/c	-
16	I/b	-
17	He	-
	Group I: 1 person	
18	Regional Contract Workers	2 persons
19	Sukwan Power	25 People
	Non civil servants: 27 people	

Data source: Renja 2024 and SIMPEG

The dependent variable is a type of variable which will not be affected by other variables. Independent variables cause or influence changes in the dependent variable or cause changes in the dependent variable. If the independent variable changes, the dependent variable also changes. The independent variables in this research are Leadership Style (X1) , Motivation (X2) and Work Environment (X3). The dependent variable is a type of variable which can be influenced by other variables or produced due to independent variables. In this research, the dependent variable is Employee Performance (Y). A variable is an object in any form determined by the researcher with the aim of obtaining information so that conclusions can be drawn *(Nazir, 2005)* . Operational is a research element that tells how to measure a variable *(Singarimbun, Masri, & Effendi, 1989)* . The existence of an operational definition can help other researchers who want to use the same variables. With an operational definition, the discussion will not expand.

Table 3. Research Indicators

Variable	Indicator	Source
Leadership Style (X1)	Leaders communicate well with subordinates and other related parties	**Wahjosumidjo (2005)**
	Leaders give subordinates freedom of opinion	
	Leaders pay attention to the welfare of subordinates	
	Leaders delegate authority well	
	Leader provide guidance, direction and encouragement to subordinates	
	Leader create atmosphere conducive work	
	Leaders are responsible for the work of subordinates	

	Leaders are objective in providing rewards/punishments to subordinates	
Motivation (X2)	Always come to work and rarely absent	**Pardede (2015)**
	Receiving praise or rewards for work results	
	Striving to lead and create innovation in work	
	Always try to improve your abilities and career	
	Provide support and establish good cooperation between fellow employees in achieving the vision and mission	
	Receive income support based on the workload performed	
Work Environment (X3)	There is adequate infrastructure/facilities in the workplace	**(Siagian 2014)**
	Sufficient air circulation and lighting	
	The cleanliness of the work space is maintained	
	The workplace atmosphere is very comfortable and safe	
	There is a harmonious relationship between superiors and subordinates	
	There is cooperation/harmonious relationship between employees in completing work	
Employee Performance (Y)	Employees handle work as assigned by superiors well and responsibly	**Khairizah, Noor, & Suprapto (2015)**
	Employees complete work on time according to expected targets	
	Employees establish good cooperation with other employees	
	Employees carry out work according to standards and main duties	
	Employees are time disciplined according to working hours regulations	
	Employees can develop their qualities through innovation by following developments in the work environment	
	Employees are able to take the initiative in dealing with work problems without instructions from the leadership	
	Employees work enthusiastically and patiently in carrying out their workload	

To obtain complete and thorough data in this research, the research used data collection techniques using:

1. Interview

Interview techniques are limited to several employees to assess employee performance . The identities of the employees interviewed are not included in the research thesis. All interviews were conducted at the Bondowoso Regency DPRD secretariat . During the interview process, respondents are asked follow-up questions if necessary to encourage further information, giving the interviewer time to develop their responses or provide new ideas. regarding matters relevant to research that are unstructured in nature . This is to strengthen the survey data.

2. Documentation Study

The author collects data related to organizational documentation such as organizational history, organizational structure, number data employees in the organization. This document is needed to perfect /support the discussion in this research by studying it.

3. Questionnaire

The techniques and instruments used in the research are: questionnaire (questionnaire/list of questions). This questionnaire was distributed to everyone The research sample was employees of the Bondowoso Regency DPRD Secretariat. The data collection technique used in this research is: Questionnaire, namely questions/statements prepared by researchers to determine the opinions/perceptions of research respondents regarding a variable being studied. The questions in this research questionnaire are closed (lost *question)*, meaning that respondents are asked to make a choice among a series of alternatives provided by the researcher *(Sekaran, 2006)*. These closed questions are also called structured questions *which* provide a fixed set of choices to the respondent *(Cooper and Schindler, 2001)*.

The step taken is to distribute a list of statements to selected respondents and then they are asked to provide an assessment of the statements submitted, with the answer choices provided . Variables were measured using a questionnaire method using *a Likert scale* with a score range of 1 (strongly disagree), 2 (disagree), 3 (disagree), 4 (agree) and 5 (strongly agree). A description of each score range appears as in Table 4.

Table 4. Measurement Scale

STATEMENT	DESCRIPTION	SCORE
Strongly agree	Respondents fully or almost completely agree with a statement/question. This means that the statement/question is completely or almost completely correct in the opinion of the respondent.	5
Agree	Respondents have sufficient or strong attitudes to agree with a statement/question. This means that the statement/question has some truth in the respondent's opinion but there is not a strong enough reason to strongly agree with a statement/question .	4
Disagree	The respondent's attitude is not to agree or disagree with a statement/question. This means that the respondent is neutral about the statement/question.	3

Don't agree	The respondent's strong or sufficient attitude does not agree with a statement/question. This means that the statement/question has no truth in the respondent's opinion but there is not a strong enough reason to strongly disagree with a statement/question or a neutral attitude.	2
Strongly disagree	Respondents completely or almost completely disagree with a statement/question. This means that the statement/question is completely or almost completely untrue in the opinion of the respondent.	1

The activities carried out in the next stage were quantitative descriptive analysis of the data obtained from the results of distributing the questionnaire. Descriptive analysis was carried out using the *Likert method.* The data obtained from the results of distributing questionnaires to respondents is displayed in the form of percentages which are contained in a table containing the respondents' answers to the statements submitted. This data from distributing questionnaires is processed and analyzed, so that researchers can find out how leadership style, motivation and work environment on employee performance at the Bondowoso Regency DPRD Secretariat.

Apart from that, a quantitative analysis is used to test the effect using regression analysis using SPSS (Statistical *Pack age for the Social Sciences)* tools for Windows, because regression analysis is suitable for variables that have a linear relationship and can be used as a basis for analysis. prove the hypothesis. To find out the data analysis procedures in this research which will be carried out using the assumption that the use of multiple linear regression models meets the assumptions of normality, multicollinearity and heteroscale denticity tests.

ANALYSIS RESULTS

Based on research, a description of the gender of the respondents can be seen in table 5, below:

Table 5. Characteristics of respondents based on gender

Gender	Amount	Percentage (%)
Man	61	79.2
Woman	16	20.8
Amount	77	100

Source: Appendix 1

Identification of research respondents can be seen from their age level because the conception of age is a factor that influences a person's way of thinking and acting in carrying out their daily duties and obligations. A more detailed description of the ages of respondents can be seen in Table 6 as follows.

Table 6. Characteristics of respondents based on age

Age (years)	Amount	Percentage (%)
20-30	7	9
31-40	12	16
41-50	4 2	54

51-60	16	21
Amount	77	100

Source: Appendix 1

Education is a means to develop oneself, because education can measure a person's ability to solve problems. A high level of education can be a reference for indicating a person's knowledge capacity which will ultimately reflect a person's quality. Next, the respondent's education level is described which can be seen in the following table.

Table 7 . Characteristics of respondents based on education level

Education	Amount	Percentage (%)
elementary school	1	1
SMP/MTS	4	5
SMA/SMK/MA	35	46
S1	34	44
S2	3	4
Amount	77	100

Source: Appendix 1

Before carrying out descriptive statistical analysis, you must first determine the respondent's assessment category for each research variable which is calculated based on the formulation. The formulation is:

$$i = \frac{\text{score maksimum} - \text{score minimum}}{\text{kategori}}$$

$$i = \frac{5-1}{5} = 0{,}8$$

Based on the results of the interval calculation above, namely 0.8, then determine the category from value 1 to value 5 which produces the following information:

Table 8. Assessment Categories

Intervals	Information
1.00 – 1.79	Very low
1.80 - 2.59	Low
2.60 - 3.39	Currently
3.40 - 4.19	High
4.20 – 5.00	Very high

In this research, the validity test uses Pearson's B ivariate correlation (Pearson product moment correlation), which is one of the formulas that can be used to test data with SPSS.
The validity test here is carried out by correlating scores on items with a total score. A question item is considered valid if the correlation coefficient Pearson product moment where r-count > r-table ($\alpha = 5\%$; n-2) And n = number of samples, or in this study df $= 77 - 2 = 75$ with a significance

level of 5%, the value obtained r-table is 0.2200. The question items for all variables can be said to be valid because r-count > r-table as required.

Table 9. Results of validity test of leadership style variables

No	Items	r-count	r-table	Conclusion
1.	X1.1	0.599	0.22 7 0	Valid
2.	X1.2	0.503	0.22 7 0	Valid
3.	X1.3	0.669	0.22 7 0	Valid
4.	X1.4	0.693	0.22 7 0	Valid
5.	X1.5	0.717	0.22 7 0	Valid
6.	X1.6	0.699	0.22 7 0	Valid
7.	X1.7	0.611	0.22 7 0	Valid
8.	X1.8	0.530	0.22 7 0	Valid

Source: Appendix 3

Based on table 9, the results of the validity test of the leadership style variable (X1) display all relevant statement items regarding leadership style. The results obtained were that the r - calculated value was greater than r - table 0.22 7 0, where the highest r - calculated value for question item number 5 was 0.717 and the lowest for item number 2, namely 0.503. Thus, all leadership style items are declared valid.

Table 10. Validity test results of work motivation variables

No	Items	r-count	r-table	Conclusion
1.	X2.1	0.497	0.2270	Valid
2.	X2.2	0.521	0.2270	Valid
3.	X2.3	0.763	0.2270	Valid
4.	X2.4	0.725	0.2270	Valid
5.	X2.5	0.727	0.2270	Valid
6.	X2.6	0.617	0.22 7 0	Valid

Source: Appendix 3

Based on table 10, the results of the validity test of the work motivation variable (X2) display all relevant statement items regarding work motivation. The results obtained are that the r - calculated value is greater than r - table 0.22 7 0, where the highest r - calculated value is 0.763, namely in question item number 3 and the lowest is 0.497 in item number 1. Thus, all leadership style items declared valid.

Table 11. Validity test results for work environment variables

No	Items	r-hitung	r-tabel	Kesimpulan
1.	X3.1	0.692	0.2270	Valid
2.	X3.2	0.611	0.2270	Valid
3.	X3.3	0.664	0.2270	Valid
4.	X3.4	0.651	0.2270	Valid
5.	X3.5	0.620	0.22 7 0	Valid
6.	X3.6	0.698	0.22 7 0	Valid

Source: Appendix 3

Based on table 11 , the results of the work environment variable validity test (X3) display all relevant statement items regarding leadership style. The results obtained are that the r - calculated value is greater than r - table 0.22 7 0, where the highest r - calculated value is 0.698 and the lowest is 0.611. Thus, all leadership style items are declared valid.

Table 12. Results of validity test of employee performance variables

No	Items	r-count	r-table	Conclusion
1.	Y1.1	0.709	0.22 7 0	Valid
2.	Y1.2	0.597	0.22 7 0	Valid
3.	Y1.3	0.651	0.22 7 0	Valid
4.	Y1.4	0.583	0.2270	Valid
5.	Y1.5	0.766	0.2270	Valid
6.	Y1.6	0.745	0.2270	Valid
7.	Y1.7	0.670	0.2270	Valid
8.	Y1.8	0.647	0.2270	Valid

Source: Appendix 3

Based on table 12, the results of the validity test of the employee performance variable (Y) by displaying all relevant statement items regarding employee performance. The results obtained are that the calculated r value is greater than r - table 0.22 7 0, where the highest r - calculated value is 0.766 and the lowest is 0.583. Thus, all leadership style items are declared valid.

From the four tables above, it can be seen that each statement item from the leadership style variable (X1), work motivation (X2), work environment (X3), and employee performance variable (Y) has r - count > r - table and is positive. In this way, the statement items for each variable are said to be valid.

The level of reliability of a research variable can be seen from the results of the *Cronbach Alpha* (α) statistical test. A variable or construct is said to be reliable if the Cronbach Alpha value is > 0.7 . The closer the alpha value is to one, the more reliable the data reliability value is. The summary results of reliability testing on the variables of leadership style, work motivation, work environment and employee performance can be seen in table 13 below:

Table 13. Summary of Reliability Test Results

No	Variable	Cronbach Alpha value	Limit	Status
1.	Leadership style	0.783	0.7	Reliable
2.	Work motivation	0.805	0.7	Reliable
3.	Work environment	0.798	0.7	Reliable
4.	Employee Performance	0.827	0.7	Reliable

Source: Appendix 3

Judging from the *Cronbach's alpha value* for the leadership style variable (X1) it is 0.753, the work motivation variable (X2) is 0.805, the employee job satisfaction variable (X3) is 0.798, and the employee performance variable (Y) is 0.822. This means that each variable's value is above 0. 7 0, then it can be said that the instrument has high reliability.

The t test is used to determine the partial influence of the independent variable on the dependent variable. This test is by comparing probability values or p-value (sig-t) with a

significance level of 0.05. If the p-value is smaller than 0.05 then Ha $_{is}$ accepted, and vice versa if the p-value is greater than 0.05 then Ha $_{is}$ rejected.

Table 14. Results of the t statistical test

Coefficients [a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	5,867	1,812		3,238	,002
Leadership Style	,256	.107	,279	2,395	.019
Work motivation	.404	.126	,418	3,193	,002
Work environment	,360	.132	,261	2,734	,008

a. Dependent Variable: Employee Performance
Source: Appendix 3

From the equation in table 14, it can be explained as follows:
1. The results of the t test on the influence of leadership style variables on employee performance are presented in table 4.19, obtained a calculated t value of 2,395 > from t table 1,992 and a significance value of 0.0 19 . The significance value is smaller than 0.05 (<α=0.05), then Ha $_{is}$ accepted. This means that leadership style has a significant effect on employee performance.
2. The results of the t test on the influence of work motivation variables on employee performance are presented in table 4.19, obtained a calculated t value of 3,193 > from t table 1,992 and a significance value of 0.0 02 . The significance value is smaller than 0.05 (<α=0.05), then Ha $_{is}$ accepted. This means that work motivation has a significant effect on employee performance.
3. The results of the t test on the influence of work environment variables on employee performance are presented in table 4.19, obtained a calculated t value of 2,734 > from t table 1,992 and a significance value of 0.00 8 . The significance value is smaller than 0.05 (<α=0.05), then Ha $_{is}$ accepted. This means that the work environment has a significant effect on employee performance.

The F test aims to assess the feasibility of the regression model, whether the independent variables are able to explain the dependent variable well. The criteria used in this test are, if the significance is <0.05 then it can be stated that the research model is suitable for use used as a testing model in research. Conversely, if the significance is > 0.05 then the model is not suitable for use as a testing model in research. The results of the F test can be seen in the following table:

Table 15. F Statistical Test Results

ANOVA [a]

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	427,382	3	142,461	135,504	,000 [b]
Residual	76,748	73	1,051		
Total	504.130	76			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Work Environment, Leadership Style, Work Motivation
Source: Appendix 3

Based on the F test results in table 4.20, the calculated F value is 135.504 and the probability value (Sig.) is 0.0 0 . Where F - calculated 135.504 > F - table 2.7355 and probability value (Sig.) 0.00 < 0.05. So it can be concluded that simultaneously the variables of leadership style, work motivation and work environment have a significant influence on employee performance.

INTERPRETATION

1. **The Simultaneous Influence of Variable X (Leadership Style, Work Motivation, and Work Environment) on Employee Performance**

   Employee performance is the result of how well an employee fulfills job demands, both in the form of qualitative results as well as quantitative. DPRD Secretariat employees are able to handle work well and responsibly according to the time and targets determined in accordance with their main duties and functions. However, there are several DPRD Secretariat employees who are still not doing their work according to standards and their main duties and functions and are not even disciplined according to working hours regulations. Establishing good cooperation between co-workers also triggers employee performance in carrying out their workload and even taking the initiative to solve work problems. Based on the F test results in table 4.20, significant results were obtained . So it can be concluded that simultaneously the variables of leadership style, motivation and work environment have an influence on employee performance at the Bondowoso Regency DPRD Secretariat .

   This research supports research by *Puto (2013), Yuga (2016)* and *Priyono (2018)* which concludes that leadership style , motivation and work environment simultaneously have a significant effect on employee performance.

2. **The Influence of Leadership Style on Employee Performance**

   style is an effort by a leader to realize individual goals or organizational goals by influencing, supporting and providing motivation so that employees want to carry out their duties and performance. (Wijono*, 2018)*. In carrying out their duties, the leadership style of Secretary DPRD, Heads of Sections and Heads of Sub-Divisions democratic, transactional and caring contribute to improving employee performance. Leadership style is also demonstrated by establishing good communication with subordinates, paying attention to employee welfare, creating a conducive work atmosphere, not being authoritarian and being responsible for subordinates' work, never even considering giving rewards for employee performance achievements. The results of this research are proven by the significant influence of the partial test results which show that Ha is accepted. This means that leadership style partially has a significant effect on employee performance. Based on these results, the hypothesis which states that leadership style has a significant effect on employee performance is accepted. This shows that if the leadership style at the Bondowoso Regency DPRD Secretariat gets better , it will make employee performance increase .

   effective leadership style can be obtained through the attitudes and behavior of superiors which are applied appropriately in an effort to encourage and influence their subordinates, so as to improve subordinate performance. The opinion above is in accordance with the results of research conducted by *(Susanto, 2016), (Priyono, 2018), (Djawa, 2019)* and *(Dwiguna, 2023)* who concluded that leadership style has a significant effect on performance.

3. **The Effect of Motivation on Employee Performance**

   According to *Hasibuan (2014)* motivation is the provision of driving force that creates enthusiasm for someone's work, so that they want to work together, work effectively and

integrate with all their efforts to achieve satisfaction. The DPRD Secretary often provides rewards such as involving employees in technical guidance and participating in mock study activities as a form of appreciation for the work achievements achieved by employees at the Bondowoso Regency DPRD Secretariat. However, the DPRD Secretary also gave punishments such as prohibiting applications for annual leave and not involving employees in taking technical guidance. These rewards and punishments really influence employees to compete to develop themselves in completing their work duties and responsibilities. This motivation is also received by employees through support and good cooperation between colleagues in achieving the vision and mission as well as to obtain income allowances based on targets for the workload carried out. This is proven by showing a significant effect, where the partial test results show that Ha is accepted . It means motivation partially has a significant effect on employee performance. Based on these results, the hypothesis which states that motivation has a significant effect on employee performance is accepted. This shows that if motivation at the Bondowoso Regency DPRD Secretariat is getting better and more comfortable , it will make employee performance increase .

Achieving good performance among employees is often related to an employee's work motivation at work. With work motivation , an employee will carry out the work he is responsible for according to the goals he wants to achieve.
This research is in line with research by *Salutondok (2015), Susanto (2016), Priyono (2018)* and *Dwiguna (20 23)* which states that work motivation partially has a significant effect on employee performance .

4. The Influence of the Work Environment on Employee Performance
The work environment can be interpreted as having an influence on providing comfort and thereby encouraging employee performance (Wibowo, 2011) . Work environment at the DPRD Secretariat, namely all conditions around the workplace, both physical and non-physical. Physical work environment such as adequate air and light circulation, supporting facilities and infrastructure, room cleanliness and room arrangement. Meanwhile, the non-physical work environment includes a safe and comfortable workplace atmosphere, creating harmonious relationships between colleagues and even superiors. A good work environment will raise employee enthusiasm to fulfill their performance. This is proven by showing a significant effect, where the partial test results show that Ha is accepted . This means the work environment partially has a significant effect on employee performance.

Based on these results, the hypothesis which states that the work environment has a significant effect on employee performance is accepted. This shows that if the work environment at the Bondowoso Regency DPRD Secretariat is getting better and more comfortable, it will make employee performance increase. The work environment is an environment that supports human empowerment , open communication about the strengths and weaknesses of the organization *(Sutrisno, 2010)* . The opinion above is in accordance with the results of research conducted by *(Puto, 2013*) , *(Priyono, 2018*) and *(Djawa, 2019)* which concluded that the work environment has a significant effect on performance.

CONCLUSION

This research aims to provide empirical evidence regarding the influence of leadership style, motivation and work environment on employee performance. The sample size that can represent the population to be studied is 77 respondents. The data analysis technique used in this research is the regression method, the research results support the entire hypothesis that has been

proposed. Based on the results of the analysis and discussion associated with existing theoretical studies, several conclusions can be drawn as follows:

1. Style, motivation and work environment simultaneously have a significant effect on employee performance at the Bondowoso Regency DPRD Secretariat.
2. Leadership style partially has a significant effect on employee performance at the Bondowoso Regency DPRD Secretariat, meaning that the leadership (DPRD Secretary, Head of Section and Head of Sub-Division of the DPRD Secretariat) plays an important role in improving employee performance.
3. Motivation partially has a significant effect on employee performance at the Bondowoso Regency DPRD Secretariat, meaning that motivation originating from the leadership or the employees themselves plays a very important role in improving employee performance.
4. Partial work environment has a significant effect on employee performance at the Bondowoso Regency DPRD Secretariat, meaning that the work environment, both physical and non-physical, plays an important role in improving employee performance.

IMPLICATIONS

Based on the results of this research, the following implications can be stated :

1. The research results show that leadership style has a significant influence on employee performance. These findings indicate the large role of leadership in improving employee performance at the Bondowoso Regency DPRD Secretariat . Thus, leaders must be aware of the impact of their behavior or leadership style as perceived by employees , because this has an effect on employee performance in the workplace and the success of performance also depends how leaders act and behave . Therefore, to improve performance effectiveness, Leaders can consider changing their leadership style based on the existing situation, for example actions that are too authoritarian should be more democratic.
2. Based on the conclusions stated above, motivation is the most dominant variable influencing employee performance at the Bondowoso Regency DPRD Secretariat . Thus the implications are obtained based on the research results, it is the provision of motivation that can foster motivation in employees to improve performance .
3. work environment has a significant influence on employee performance. These findings indicate how important the supporting facilities and infrastructure are for improving performance, a positive work environment, feeling safe and comfortable and also greatly influence the mood of employees at work so that Bondowoso Regency DPRD Secretariat employees feel at home in the office to complete their tasks and responsibilities on time according to their main duties and functions so that the indicators Employee performance is achieved well according to targets.
4. The results of the research show that leadership style variables , motivation variables and work environment variables are not the only variables that influence employee performance , but there are other factors that can influence them, including competence, work discipline, work ethic, organizational culture . , additional income , workload, etc.

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