



LEADERSHIP, WORK DISCIPLINE, AND WORK ENVIRONMENT EFFECTS ON ASN PERFORMANCE: THE MEDIATING ROLE OF JOB SATISFACTION AT THE MALANG REGENCY DPRD SECRETARIAT

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Article Info

ABSTRACT

This study analyzes the effects of leadership, work discipline, and work environment on the performance of State Civil Apparatus (ASN) employees at the Malang Regency DPRD Secretariat, with job satisfaction as an intervening variable. A quantitative explanatory approach was employed using census data from 73 ASN employees collected through questionnaires. Data were analyzed using Structural Equation Modeling with the Partial Least Squares (SEM-PLS) method. The measurement model shows satisfactory convergent validity and construct reliability. The structural model indicates that leadership and work environment significantly affect job satisfaction, while work discipline does not. Moreover, work discipline significantly influences employee performance, whereas leadership, work environment, and job satisfaction have no significant effect. Job satisfaction does not mediate the relationship between the independent variables and employee performance. These findings suggest that other factors may play a more dominant role in influencing ASN performance and provide insights for improving human resource management effectiveness.

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1. INTRODUCTION

Human Resource Management is a strategic process of managing and developing employees to achieve organizational goals effectively and efficiently (Mangkunegara, 2012). Human resources are the main driver of organizational effectiveness and competitiveness, making HR development a key strategic investment (Khoiriyah, 2023). Well-managed human resources enhance employee performance and organizational goal achievement (Wirawan, 2009).

Leadership is a process of influencing and guiding others to achieve organizational goals while maintaining harmonious leader-subordinate relationships. Leadership influences employee morale, commitment, and performance through clear direction, exemplary behavior, and supportive leader-subordinate relationships, making it a key factor of organizational success (Hasibuan, 2016). Leadership is the ability to influence and motivate employees through appropriate leadership styles to achieve organizational goals effectively (Kumalasari, 2022).

Work discipline reflects employees' obedience to organizational rules and procedures and supports optimal performance (Sutrisno, 2016). Work discipline reflects compliance and responsibility that enhance employee productivity and effectiveness (Arief, 2014). The work environment, including physical conditions and social interactions, influences employee comfort, behavior, and performance (Bangun, 2012). The work environment consists of physical conditions, facilities, and work arrangements that influence employee comfort, motivation, and work effectiveness (Sedarmayanti, 2012).

Performance reflects both work processes and results in carrying out duties according to standards and determines organizational success (Wibowo, 2014). Employee performance supports organizational effectiveness and should be evaluated comprehensively based on work quality, quantity, timeliness, and compliance (Mangkunegara, 2013).

Job satisfaction reflects employees' emotional responses to job fulfillment and influences performance (Handoko, 2011; Febriyanto, 2023), while leadership issues at the Malang Regency DPRD Secretariat reduce ASN discipline and performance. Work discipline and work environment problems reduce job satisfaction and performance, while prior studies show inconsistent effects of job satisfaction (Mawu et al., 2022; Azhari et al., 2021) and leadership on performance (Simaga, 2022; Rompas et al., 2018). Previous studies report inconsistent findings on the effect of the work environment on ASN performance. Sudiyani and Sawitri (2022) found a positive effect, while Yulinda and Rozzyana (2019) found no effect, indicating that the influence of leadership, work discipline, and the work environment on ASN performance depends on organizational context and agency characteristics.

Previous studies focused on direct effects, overlooking job satisfaction as an intervening variable; therefore, this study examines its mediating role in the relationship between organizational factors and ASN performance at the Malang Regency DPRD Secretariat. ASN performance is vital for public service quality but is hindered by leadership, discipline, and work environment issues; therefore, this study examines their effects on ASN performance with job satisfaction as an intervening variable at the Malang Regency DPRD Secretariat.

2. RESEARCH METHODS

This study uses a quantitative explanatory design to test direct and indirect relationships among variables using a structured questionnaire with closed-ended statements measured on a 5-point Likert scale. The study involved all 73 ASN at the Malang Regency DPRD Secretariat using saturated sampling, with data analyzed through SEM-PLS, which is suitable for small samples and testing direct and indirect relationships.

These variable indicators are used as a starting point for compiling instrument items in the form of statements which can be seen in the following table:

Table 1. Operationalization of variables

Number	Operationalization of Variables	Indicator
1		Leader integrity level
2		Leadership style
3	Leadership	Leadership effectiveness
4		Participation in decision-making
5		Responsibility
6		Work Facilities
7		Communication
8	Work Environment	Workload
9		Social Relationships
10		Development Opportunities
11		Salary Satisfaction / Recognition
12		Coworkers
13	Job Satisfaction	Superiors
14		Job Promotions
15		Supervision
16		Improving Public Services (Services to DPRD Members and the Public) (Y2.1)
17	Employee Performance	Good Work Planning and Administrative Efficiency (Y2.2)
18		Administrative Support (Y2.3)
19		Collaboration and Coordination (Y2.4)
20		Openness and Transparency (Y2.5)

Tabel 2. Likert Scale

Category	Score
Strongly agree	5
Agree	4
Neutral	3
Disagree	2
Strongly disagree	1

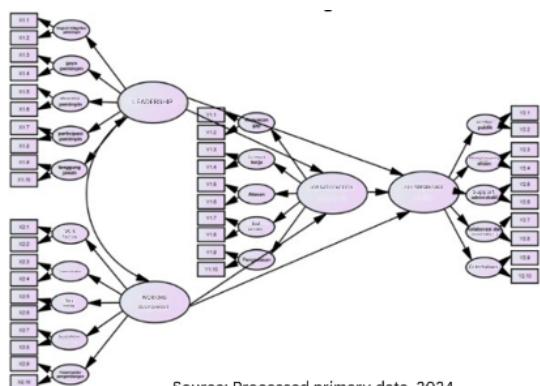
Validity and reliability tests ensure that questionnaires accurately and consistently measure research variables, with validity indicating measurement accuracy (Ghozali, 2014).

The sample size required for testing a research model using SEM is approximately 100–200 samples or depends on the number of estimated parameters, which is determined by multiplying the number of indicators by 5–10 (Ferdinand, 2006). In this study, 100 samples were used, thus meeting the sample size requirement for the SEM model. One of the assumptions that must be fulfilled in Structural Equation Modeling (SEM) analysis is the normality test. The purpose of this data normality test is to determine whether the distribution of survey data for each variable is normal or not (Ghozali, 2011). The SEM normality test was conducted using the critical ratio (CR) values from the AMOS output compared to the specified standards.

The data obtained were subsequently analyzed using the Structural Equation Modeling (SEM) method with a Partial Least Squares (PLS) approach. SEM-PLS was selected as the analytical technique because it is capable of analyzing complex relationships among latent variables simultaneously, does not require the assumption of multivariate normal distribution, and can be applied to relatively small sample sizes. In addition, SEM-PLS allows researchers to test the measurement model (outer model) and the structural model (inner model) simultaneously.

Data normality was tested by examining the skewness value of the data used. If the skewness CR value is within the range of ± 2.58 , then the data can still be considered normally distributed at a significance level of 0.01.

Based on the skewness c.r. and kurtosis c.r. values, which are within the range of ± 2.58 , it can be concluded that the univariate data are normal. The multivariate test showed a c.r. value of 0.284, which is categorized as a multivariate normally distributed data. Therefore, the data meets the requirements for the multivariate normality test

**Figure 1. SEM Path Diagram**

The measurement model (outer model) testing was conducted to assess the validity and reliability of the research instruments through convergent validity testing, discriminant validity testing, and construct reliability, which include Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE). Meanwhile, structural model (inner model) testing aims to determine the strength of relationships among latent variables, as indicated by path coefficient values, R-square values, and significance tests of the effects among variables.

To test the significance of parameters in the SEM-PLS model, this study employed the bootstrapping technique. This technique is carried out by repeatedly resampling the original data randomly to obtain estimates of t-statistics and p-values. The use of bootstrapping aims to improve the accuracy of standard error estimates and to ensure the significance level of the effects among variables tested in the research model.

Structural Equation Modeling (SEM) using AMOS is a commonly used approach in data analysis. SEM is also known as covariance structure analysis or causal modeling. In addition, AMOS facilitates model specification, visualization, and editing of graphical models through simple tools. Initially, AMOS was a standalone statistical computing software; over time, it became integrated with SPSS, and therefore the AMOS application versions follow the development of the SPSS application. Goodness of fit measures the extent to which the observed or actual input data fit the predictions of the proposed model (Ghozali, 2014). In general, the indices used to assess model fit are summarized in the following table:

Table 3. Goodness of Fit

Goodness off fit Index	Off Value
CMIN/DF	≥ 0.05
Probability	≥ 0.05
GFI	≥ 0.90
RMSEA	≤ 0.08
TLI	≥ 0.95
NFI	≥ 0.95

3. RESULT AND ANALYSIS

This section presents the results of the research data analysis and provides a comprehensive discussion of the findings obtained. The analysis was conducted using the Structural Equation Modeling (SEM) method based on Partial Least Squares (PLS) to examine the relationships among variables in the research model, both directly and indirectly through the intervening variable. The testing results include an evaluation of the measurement model (outer model), which covers instrument validity and reliability tests, as well as an evaluation of the structural model (inner model) through testing the coefficient of determination and the research hypotheses. The discussion links the research findings with relevant theories and previous empirical studies, with the aim of providing a deeper understanding of the influence of leadership, work discipline, and work environment on job satisfaction and employee performance of Civil Servants (ASN) at the Secretariat Office of the Regional House of Representatives (DPRD) of Malang Regency.

Respondent Characteristics

The questionnaire was distributed to 100 ASN at the Malang Regency DPRD Secretariat from February 7-21, 2024, with 99 valid responses, and respondent gender characteristics are presented in Table 4 :

Table 4. Respondents by Gender.

Gender	Amount	Presentation
Male	51	52 %
Female	48	48 %
Total	99	100 %

Table 4.1 shows a nearly balanced gender distribution among 99 respondents, consisting of 52% male and 48% female.

The characteristics of respondents based on age in this study refer to the differences or attributes possessed by respondents according to the age range of the State Civil Apparatus (ASN) employees at the Secretariat of the Regional House of Representatives (DPRD) of Malang Regency. Accordingly, the characteristics of respondents by age are recorded and can be seen in Table 5 below :

Table 5. Respondent Characteristics Based on Age

Gender	Amount	Presentation
30 - 35 Years	34	35 %
> 35 - 40 Years	49	50 %
> 40 Years	16	15 %
Total	99	100 %

Respondent characteristics by educational level among ASN at the Malang Regency DPRD Secretariat are presented in Table 4.3 to understand differences in perceptions and work attitudes.

Table 6. Respondents by Educational Level

Education Level	Amount	Presentation
High School / Equivalent	12	12 %
Bachelor's Degree	50	49 %
Master's Degree	37	37 %
Total	99	100 %

Descriptive Statistics of the Leadership Variable

The leadership variable was measured through questionnaires to 99 ASN using five indicators—integration, style, effectiveness, decision-making participation, and responsibility—analyzed descriptively to assess its role in performance and job satisfaction.

The leadership variable scored an average of 3.20, indicating a fairly good level of leadership at the Malang Regency DPRD Secretariat, though improvements are still needed. Leader integrity scored an average of 3.25, indicating relatively transparent leadership, which supports employee trust and performance, in line with Kartono

(2016). The leadership style indicator scored an average of 3.25, indicating fairly inspirational and participatory leadership that encourages ASN motivation and contribution. The leadership effectiveness indicator scored an average of 3.18, indicating fairly effective leadership in coordinating resources and supporting ASN performance. The decision-making participation indicator scored 3.24, showing that ASN feel fairly involved, which enhances job satisfaction and positively impacts performance. The responsibility indicator scored the lowest at 3.11, showing the need to improve leadership accountability, as effective leaders must accept all decisions, successes or failures (Kartono, 2016).

Overall, leadership at the Malang Regency DPRD Secretariat is fairly good, supporting job satisfaction and ASN performance, though improvements in responsibility and accountability are still needed (Kartono, 2016).

Descriptive Statistics of the Work Environment Variable

The work environment was measured through a questionnaire with five indicators—facilities, communication, workload, social relationships, and development opportunities—collected from all 99 ASN respondents to capture comprehensive perceptions.

The work environment scored an average of 3.32, or 66% of the ideal value, indicating a fairly good and relatively consistent perception among ASN at the Malang Regency DPRD Secretariat. The workload and communication indicators scored highest, 3.42 and 3.37, showing that proportional workloads and effective communication support ASN performance in administrative tasks and public service delivery. The work facilities and social relationships indicators scored 3.28, showing fairly adequate facilities and harmonious employee relations that enhance job satisfaction and motivation. The development opportunities indicator scored 3.26, showing ASN feel fairly supported in training and career growth, though improvements are still needed to enhance job satisfaction and performance.

Overall, a well-managed work environment with adequate facilities, communication, balanced workloads, good relationships, and development opportunities enhances job satisfaction and ASN performance at the Malang Regency DPRD Secretariat.

Descriptive Statistics of the ASN Employee Job Satisfaction Variable

Job satisfaction was measured using five indicators salary, coworkers, supervisors, promotion, and supervision through questionnaires completed by 99 ASN at the Malang Regency DPRD Secretariat. The job satisfaction of ASN scored an average of 3.39, or 68% of the ideal value, indicating a fairly high and consistent level among respondents. Job promotion and salary/reward indicators scored highest, 3.46 and 3.40, showing that fair promotions and rewards enhance ASN motivation, job satisfaction, and performance. Coworker and supervision indicators scored 3.40 and 3.38, showing that harmonious relationships and fair supervision enhance ASN motivation, task effectiveness, and service quality. The supervisor indicator scored 3.35, showing that fair and supportive supervision enhances ASN job satisfaction and overall performance.

Overall, Job satisfaction mediates the effects of leadership and the work environment on ASN performance, with fair rewards, good relationships, effective leadership, clear promotions, and objective supervision enhancing motivation and performance.

Descriptive Statistics of the ASN Employee Performance Variable

ASN performance at the Malang Regency DPRD Secretariat is fairly good, with an average score of 3.51 across all indicators, showing stable and positive effects of leadership, work environment, and job satisfaction on employee performance.

Convergent Validity Test

All indicators have outer loadings above 0.7, demonstrating strong convergent validity and accurately representing the construct for SEM-PLS analysis.

Table 7. Convergent Validity Test (AVE)

Variable	Average Variance Extracted (AVE)
Leadership	0.746
Work Discipline	0.807
Work Environment	0.755
Employee Performance	0.739
Job Satisfaction	0.731

The instrument is reliable for measuring the intended construct in the study, as the indicators used have a strong ability to represent the construct variable, with values greater than 0.70.

Reliability Test

Table 8. Reliability Test

Variable	Cronbach's Alpha
Leadership	0.951
Work Discipline	0.964
Work Environment	0.893
Employee Performance	0.929
Job Satisfaction	0.916

Cronbach's Alpha values above 0.70 indicate good internal consistency, showing that the questionnaire is reliable for further data collection and analysis.

Coefficient of Determination Test

Table 9. Determinant Coefficient Test

Variabel	R Square	Adjusted R Square
Employee Performance	0.821	0.813
Job Satisfaction	0.685	0.666

The coefficient of determination (R-squared) value for the dependent variable is 82.1%, which means that the dependent variable can be explained by the independent variables examined in this research model. In other words, the combination of variables X1, X2, and X3 has a strong contribution in explaining the variation in the dependent variable. Meanwhile, approximately 17.9% of the variation in the dependent variable cannot be explained by X1, X2, and X3, and may be influenced by other variables outside of this research model.

Furthermore, the relative contribution of variables X1, X2, and X3 to the variation in variable Z, as indicated by the coefficient of determination (R-squared), is 68.5%. This shows that most of the variation in variable Z can be explained by the independent variables used in the study. However, about 31.5% of the variation in variable Z is influenced by other factors not included in the research model, such as individual characteristics, other organizational factors, or external conditions not observed in this study.

Hypothesis Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work Discipline -> Job Satisfaction	0.281	0.265	0.198	1.422	0.155
Work Discipline -> Employee Performance	0.788	0.792	0.123	6.408	0.000
Leadership -> Job Satisfaction	0.162	0.168	0.070	2.318	0.020
Leadership -> Employee Performance	-0.028	-0.029	0.064	0.431	0.666
Employee Performance -> Job Satisfaction	0.001	0.013	0.206	0.004	0.997
Work Environment -> Job Satisfaction	0.487	0.489	0.137	3.552	0.000
Work Environment -> Employee Performance	0.149	0.150	0.153	0.979	0.328

Figure 2. Hypothesis testing

Based on Table 6, the results of the hypothesis testing in this study can be observed. The leadership variable has a significance value of $0.020 < 0.050$, and the work environment variable has a significance value of $0.000 < 0.050$, which indicates that leadership and the work environment have a significant effect on job satisfaction. Meanwhile, the work discipline variable shows a significance value of $0.155 > 0.050$, meaning that work discipline does not have a significant effect on job satisfaction.

Furthermore, in testing the effect on employee performance, the analysis results show that the work discipline variable has a significance value of $0.000 < 0.050$, indicating that work discipline has a significant effect on employee performance. In contrast, the leadership variable with a significance value of $0.666 > 0.050$ and the work environment variable with a significance value of $0.328 > 0.050$ are declared to have no significant effect on employee performance.

In addition, the test of the effect of job satisfaction on employee performance shows a significance value of $0.997 > 0.050$, meaning that job satisfaction does not have a significant effect on employee performance. Therefore, it can be concluded that not all variables studied have a significant effect on employee performance, and the role of job satisfaction as an intervening variable in this study has not been empirically proven.

Indirect Effect Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work Environment -> Employee Performance -> Job Satisfaction	0,000	0,006	0,050	0,003	0,998
Work Discipline -> Employee Performance -> Job Satisfaction	0,001	0,009	0,160	0,004	0,996
Leadership -> Employee Performance -> Job Satisfaction	-0,000	-0,002	0,016	0,002	0,999

Figure 3. Indirect Effect Test

Leadership has a significance value of $0.999 > 0.05$, so it can be concluded that Leadership (X1) has an insignificant effect on employee performance (Y) through job satisfaction (Z).

This indicates that, although leadership plays a very important role in determining the success or failure of achieving employee performance, in this study, leadership does not play a significant role in employee performance outcomes. Individual characteristics of employees have a greater influence on their performance than leadership. Factors such as intrinsic motivation, job fit, or other personal factors can be more decisive. This finding is not consistent with the study conducted by Kumalasari (2022), which showed that leadership indirectly has a positive effect on employee performance through job satisfaction.

Work discipline (X2) does not have a significant effect on employee performance (Y) through job satisfaction (Z). The obtained t-statistic value (0.004) is smaller than the expected t-table value (1.993), and the p-value (0.996) is also greater than the set significance level (0.05). Therefore, the hypothesis stating that work discipline has a positive and significant effect on employee performance through job satisfaction is rejected. This indicates that, within the framework of the model used, work discipline does not make a significant contribution to improving employee performance through increased job satisfaction.

Work discipline encompasses aspects such as compliance, adherence, orderliness, and observance of existing regulations. However, in practice, the implementation of work discipline can be influenced by various factors, including organizational culture, human resource management policies, supervisor support, and the overall work environment. If work discipline is not optimally implemented by employees, even though it has the potential to improve performance and job satisfaction, the results may not reflect a significant effect in the context of this study. Therefore, it is important to consider factors that may influence the implementation of work discipline and seek ways to improve it so that it can contribute more effectively to enhancing employee performance and job satisfaction. This finding is not consistent with the study conducted by Rony (2022), which found that work discipline has a significant positive effect on performance through job satisfaction.

Work environment (X3) has a significance value of 0.998, which is greater than the set significance level (0.05). Therefore, the hypothesis that the work environment has a positive and significant effect on employee performance through job satisfaction is rejected. Although, in theory, a good work environment should contribute to increased job satisfaction and ultimately employee performance, in practice, other factors may influence employee perceptions and performance. For example, a mismatch between employee expectations and work realities, lack of intrinsic motivation, or personal issues affecting performance.

Thus, it is important to conduct a thorough analysis of the situation and the factors that may affect employee performance in a specific work environment. This will help identify appropriate solutions to improve employee performance and job satisfaction according to the specific organizational context. Febriyanto's study in 2023 showed that the work environment has a significant effect on employee performance through job satisfaction, which provides a different perspective from the previous findings mentioned. This indicates that research findings can vary, and different results may occur depending on various factors such as organizational context, research methodology, and other factors considered.

Discussion

The research results show that leadership significantly influences the performance of civil servants (ASN) at the Malang Regency DPRD Secretariat. Effective leadership, particularly demonstrated through leader integrity, can drive improved ASN performance, particularly in administrative support and task achievement. This finding aligns with the leadership theory of Bass and Avolio and is supported by research by Sinaga (2022) and Muthmainnah et al. (2020).

Unlike leadership, the work environment does not directly affect ASN performance, consistent with Yulinda and Rozzyana (2019) and explained by Minimal Effects Theory. Job satisfaction, especially regarding promotions, significantly enhances ASN performance, consistent with Robbins & Judge and supported by Mawu (2022) and Wardhani (2022). This study also found that leadership significantly influences ASN job satisfaction. Leader integrity is perceived as enhancing employee job satisfaction, particularly through a promotion system that is perceived as fair and motivating. These results align with research by Ambat et al. (2023) and Susanto et al. (2020). Furthermore, the work environment significantly influences ASN job satisfaction, with workload being the dominant indicator. A physically and psychologically supportive work environment can increase employee job satisfaction, as supported by research by Ramban and Edalmen (2022).

In a mediation test, the results showed that job satisfaction mediated the effect of leadership on ASN performance. This means that good leadership not only directly impacts performance but also indirectly through increased employee job satisfaction. This finding aligns with research by Sudiyan and Sawitri (2022).

Similarly, job satisfaction was shown to mediate the influence of the work environment on ASN performance. Although the work environment does not directly influence performance, this influence becomes

significant when used through job satisfaction as an intermediary variable. This suggests that the work environment indirectly improves ASN performance by first increasing job satisfaction.

Implications of Research Results

Theoretical Implications

The results of this study reinforce the leadership theory that states that leadership significantly influences employee job satisfaction and performance. The findings indicate that a cooperative, empathetic, and participatory leadership style can increase job satisfaction, which in turn impacts the performance of civil servants (ASN) at the Malang Regency DPRD Secretariat. Thus, this study provides a theoretical contribution to the development of public sector human resource management studies, particularly regarding the role of leadership in building employee satisfaction and performance.

Practical Implications

Practically, the results of this study can serve as a basis for the leadership of the Malang Regency DPRD Secretariat to evaluate and develop a more participatory and empathetic leadership style to improve employee satisfaction and performance. The research findings also provide input for management to identify organizational constraints and formulate ASN management policies that focus on increasing motivation, loyalty, and job satisfaction through a fair reward system and strengthening working relationships between leaders and employees. With the implementation of appropriate human resource management strategies, it is hoped that ASN performance and the quality of public services can be continuously improved.

4. CONCLUSION

This study examines the influence of leadership and work environment on the performance of State Civil Apparatus (ASN) with job satisfaction as a mediating variable at the Secretariat of the Malang Regency DPRD. The results show that leadership has a direct effect on ASN performance and job satisfaction, while the work environment has no direct effect on performance but has a significant effect on job satisfaction. Job satisfaction is proven to have a significant effect on ASN performance and acts as a mediator in the relationship between leadership and performance, as well as between the work environment and ASN performance. Theoretically, this study contributes to the development of public sector human resource management studies by strengthening empirical understanding of the relationship between leadership, work environment, job satisfaction, and ASN performance. Practically, the research findings provide implications for the Secretariat of the Malang Regency DPRD to prioritize the development of responsible leadership, the creation of a conducive work environment, and the implementation of a fair and transparent reward system to improve ASN job satisfaction and performance. However, this study has limitations in the use of questionnaires as the only instrument and the research object is limited to one agency, so the generalization of the findings is still limited. Therefore, further research is recommended to expand the unit of analysis, add other relevant variables, and use mixed methods to achieve more comprehensive results. Meanwhile, the Malang Regency DPRD Secretariat is advised to improve leadership quality, upgrade work facilities and infrastructure, strengthen information transparency and digital-based documentation management, and optimize the performance-based reward system to support improved ASN performance and public trust.

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