



The influence of leadership style, work discipline, job satisfaction, and work environment on employee performance BKKBN Kota Palopo

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ABSTRACT

Performance is the result of work in quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities given to them. Many factors cause human resources to have superior performance so as to encourage organizational performance. These factors such as leadership style have a strong influence on the running of the organization and the survival of the organization. Furthermore, other factors that can affect performance are work discipline, job satisfaction, and work environment. This study aims to determine the effect of leadership style, work discipline, job satisfaction and work environment on the performance of employees of the Badan Kependudukan dan Keluarga Berencana Nasional (BKKBN) of Palopo City, South Sulawesi. The population in this study were all employees of the BKKBN of Palopo City, South Sulawesi as many as 143 people. However, the sample used was 105 people with the Slovin Formula. Sampling using simple random sampling. The analysis method used is descriptive analysis and multiple linear regression analysis. The results showed that leadership style and work discipline affect the performance of employees of the BKKBN of Palopo City, South Sulawesi, while job satisfaction has no effect on the performance of employees of the BKKBN of Palopo City, South Sulawesi. And the work environment affects the performance of employees of the BKKBN of Palopo City, South Sulawesi. Then leadership style, work discipline, job satisfaction and work environment simultaneously affect the performance of employees of the BKKBN of Palopo City, South Sulawesi.

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INTRODUCTION

Local governments in carrying out general government activities which are the authority of the president where the implementation is delegated to the governor and regent or mayor and financed by the APBN (Bratakusumah, 2001; Maulidiah, 2018; Wiratma & Simangunsong, 2023). This

regulation makes local governments gain the authority to manage their local finances independently in order to serve various community interests (Haris, 2005; Indrianto et al., 2020; Sulistio, 2010). The key to government success lies in the organization's willingness to implement human resource management as a locomotive for the successful implementation of its main tasks and functions (AK, 2020; Arifin et al., 2020). Employees as human resources are required to be able to deal with increasingly competitive work dynamics (Arifin et al., 2020; DR HA Rusdiana, 2022).

Leadership is one of the most important factors in achieving the goals and objectives of an organization. In an organization, leadership style has a strong influence on the running of the organization and the survival of the organization. Therefore, the challenge in developing a clear organizational strategy lies primarily with the organization on the one hand and depends on leadership on the other. A strong leader is needed for optimal effectiveness, who has the ability to influence the behavior of his subordinates. So a leader of an organization will be recognized as a leader if he can influence and be able to direct subordinates towards organizational goals (Hanafi et al., 2018; Saputra et al., 2021).

Job satisfaction is an evaluative term that describes an attitude of like or dislike towards pay satisfaction (Putranto, 2018). Thus, employee job satisfaction is strongly influenced by compensation factors (Fikri et al., 2018; Sutoro et al., 2020). Based on this opinion, it can be seen that employees will feel satisfied at work if the aspects of work and aspects of themselves support and vice versa if these aspects do not support, employees will feel dissatisfied. If employees are satisfied, it can improve their performance at work. In addition, in doing his job, an employee will feel more comfortable if supported by a good work environment. The work environment which includes lighting, space for movement, sound conditions, air exchange, workplace security, health services, provision of bathrooms and restrooms, relationships between employees can affect employees in carrying out the assigned tasks (Ayusta, 2021; Kurniawan, 2020).

The results of researcher observations at the National Population and Family Planning Agency (BKKBN) of Palopo City, South Sulawesi, it is not uncommon to find the phenomenon of employees in providing services that are not optimal such as late employees, employees who are not in place when needed on the pretext of attending meetings or other official events. Even if the officials are there, they work together and serve as they please and even throw their work to other officials for various reasons. The lack of discipline reflected in the actions of employees like this is what needs special attention, especially from the leadership because it can hamper the organizational process. This will have an impact on the disappointment of the people who need services from the agency concerned. Therefore, to change such conditions it is necessary to realize a good employee work attitude, the right leadership style is needed. An effective leadership style will have an impact on employee performance in achieving organizational goals as a public service agency, including government agencies, namely BKKBN Palopo City, South Sulawesi.

RESEARCH METHOD

Research Methods

The type of research used is associative, where the aim is to find out the relationship between two or more variables (Arikunto, 1998; Sofia, 2007).

Research Approach

The approach used in this research is a quantitative approach, which is a process of finding knowledge that uses data in the form of numbers as a tool to analyze information about what you want to know (Arikunto, 1998; Hermawan & Yusran, 2017; Musianto, 2002; Yusanto, 2020).

Population and Sample

Population is the entire source of data needed in a study (Ul'fah Hernaeny, 2021). The population in this study were all employees of the BKKBN Palopo City, South Sulawesi, totaling 143

people. Arikunto (2014) states that the sample is part or representative of the population studied (Arikunto, 1998). The sample in this study was part of the employees of the BKKBN of Palopo City, South Sulawesi as many as 105 people who were taken using simple random sampling. The determination of the number of samples studied using the Slovin Formula (Purwanto et al., 2019).

$$n = \frac{N}{1 + N(d)^2} \quad (1)$$

Where:

n = sample size d = level of significance (0,05)

N = polulation

Because the total population is 143 people, the number of samples in this study is:

$$n = \frac{N}{1 + N(d)^2} = \frac{143}{1 + 143(0,05)^2} = 105$$

Instrument for Data Collection

The instrument used is a closed questionnaire sheet. A closed questionnaire is a questionnaire that has been equipped with alternative answers and respondents just have to choose them. Questionnaire measurements use a multilevel scale. The answer to each instrument item that uses a multilevel scale is in the form of words, namely: Strongly agree (SS), Agree (S), Disagree (N), Disagree (TS), and Strongly Disagree (STS).

To find out whether the tool or instrument used is valid and can be used as a measuring tool, it is necessary to test its validity and reliability.

Validity test

The validity test is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. The next step is statistically, the correlation number obtained by looking at the asterisk on the total score results, or comparing with the free number correlation r value which indicates valid. In this study, the validity test will be carried out with the help of the SPSS (Statistical Package for Social Sciences) program. To determine valid and invalid item numbers, it is necessary to consult the r product moment table. The criteria for evaluating the validity test are: (a). If $r_{count} > r_{table}$, then the questionnaire item is valid, (b). If $r_{count} < r_{table}$, it can be said that the questionnaire item is invalid.

Reliability test

Reliability is a tool for measuring a questionnaire which is an indicator of a variable. A questionnaire is said to be reliable or reliable if someone's answer to a question is consistent or stable over time (Ghozali, 2017). The method used to test the reliability of the questionnaire in this study is to use the Cronbach Alpha coefficient formula 0.60. To find out that the questionnaire is reliable, the reliability of the questionnaire will be tested with the help of the SPSS computer program.

Data Analysis

riptive analysis and multiple linear regression analysis. Multiple linear regression analysis is used to measure the strength of two or more variables and also shows the direction of the relationship between the dependent variable and the independent variable. The data analysis technique used in this thesis is multiple regression which is carried out with the help of a statistical data processing program. The formula for multiple linear regression in general according to Sugiyono (2014) is as follows :

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + b_5 X_5 + e \quad (2)$$

Description:

Y	: Employee performance
a	: Constant
$b_{1,2,3,4}$: Regression Coefficient
X_1	: Leadership style
X_2	: Work discipline
X_3	: Job satisfaction
X_4	: Work environment
e	: Error

The requirements needed before conducting multiple regression analysis are to perform the Classical Assumption Test.

Normality Test

Normality test aims to find out and test whether in the regression model, the dependent variable and the independent variable both have a normal distribution or not. Normality can be detected by looking at the distribution of data (points) on the diagonal axis of the graph or by looking at the histogram of the residuals.

Multicollinearity Test

This test is used to see where the correlation between the dependent variables is. Multicollinearity is assessed from the Variance Inflation Factor (VIF). If the VIF value <10 and the tolerance value is more than 0.1, it is stated that there is no multicollinearity.

Autocorrelation Test

This test aims to test whether the regression model has a correlation between confounding errors in period t and confounding errors in period t-1 (previous). One of the analytical methods to detect the presence or absence of autocorrelation is by testing the Durbin Watson value (DW test).

Heteroscedasticity Test

Heteroscedasticity is a condition where there is an inequality of variance from the residuals in the regression model. To detect the presence or absence of heteroscedasticity problems, it can be seen in the regression output results on the scatterplots, if the points spread randomly below and above zero on the Y axis, there is no heteroscedasticity.

Statistical Criteria Testing

The basic idea behind significance testing is the test statistic (estimator) of a statistic under the null hypothesis. The decision to process H_0 is made based on the statistical test value obtained from the existing data. Statistical tests are obtained from testing the coefficient of determination (R^2), testing the regression coefficient together (F-test), and partial regression coefficient (t-test).

Determination Coefficient Test (R^2)

The Coefficient of Determination analysis is used to determine how much the percentage of the contribution of the influence of the independent variable on the dependent variable.

F-Statistic Test

The F test or regression coefficient simultaneously, which is to determine the effect of the independent variables simultaneously on the dependent variable whether the effect is significant or not. The hypotheses used in the F test are:

H0: accepted if: $F\text{-count} < F\text{ table or significance} > 0.05$ means that the independent variables simultaneously do not significantly affect the dependent variable.

H1: accepted if: $F\text{-count} > F\text{ table or significance} < 0.05$ means that the independent variables significantly affect the dependent variable.

T-statistic test

The t test is conducted to determine the effect of the independent variable partially on the dependent variable, whether the effect is significant or not. To determine the effect of each variable, the following hypothesis has been determined:

H0: accepted if $t\text{-count} < t\text{-table}$ means that one of the independent variables does not significantly affect the dependent variable.

H1: accepted if $t\text{-count} > t\text{-table}$ and the significance value is below 0.05, meaning that one of the independent variables significantly affects the dependent variable.

Linearity Test.

The linearity test aims to determine whether two variables have a linear relationship or not significantly. This test is usually used as a prerequisite in correlation or linear regression analysis. Testing on SPSS using the Test For Linearity with a significant level of 0.05. Two variables are said to have a linear relationship if the significance (Linearity) is less than 0.05.

RESULTS AND DISCUSSIONS

Characteristics of Respondents Based on Age

Characteristics of respondents based on age, namely describing or describing the age of the respondent. This can be grouped into 3 groups, namely: characteristics of respondents based on age, we can know that the number of respondents aged 20-30 years is 24 people or around 22.9% of the total number of respondents, respondents aged 31-40 years are 46 people or around 43.8% of the total number of respondents and respondents aged > 40 years are 35 people or around 33.3% of the total number of respondents.

Characteristics of Respondents Based on Gender

Characteristics of respondents based on gender, namely describing or describing the gender of the respondent. This can be grouped into 2 groups, namely: male and female. Respondents who are male are 33 people or around 31.4% of the total number of respondents. Meanwhile, 72 respondents who were female or around 68.6% of the total number of respondents.

Characteristics of Respondents Based on Last Education

The characteristics of respondents based on the last level of education describe or describe the last level of education of the respondents. This can be grouped into 3 groups, namely: High School, Diploma and Bachelor. Respondents with a high school education were 15 people or around 14.3% of the total number of respondents, respondents with a Diploma education were 6 people or around 5.7% of the total number of respondents and respondents with a bachelor's degree were 84 people or around 80.0% of the total number of respondents.

Characteristics of Respondents Based on Length of Service

The characteristics of respondents based on length of work describe or describe the length of work of respondents at the Population Control and Family Planning Office. This can be grouped into 3 groups, namely: < 5 years, 5-10 years and > 10 years. Respondents based on length of service, we can know that the number of respondents who have worked for < 5 years is 24 people or around 22.9% of the total number of respondents, respondents who have worked for 5-10 years are 74 people

or around 70.5% of the total number of respondents and respondents who have worked for > 10 years are 7 people or around 6.7% of the total number of respondents.

Validity Test

Leadership style (X1)

To measure the validity value of leadership style (X1), it is determined by looking at the value with the number of respondents, namely 105 respondents so that the value in the Product Moment Table and the value of $r = 0.191$ is obtained.

Table 1. Test the validity of the leadership style variable

Statement	r-Count	r-table	Description
GK1	0,572	0,191	Valid
GK2	0,627	0,191	Valid
GK3	0,564	0,191	Valid
GK4	0,640	0,191	Valid
GK5	0,640	0,191	Valid
GK6	0,467	0,191	Valid
GK7	0,530	0,191	Valid
GK8	0,539	0,191	Valid
GK9	0,454	0,191	Valid

Source: Data processed (2022)

The results of the validity analysis for all instruments on the leadership style variable (X1) in table 1, the analysis results are above $r = 0.191$ so it can be concluded that the 9 statement scores or instruments on the leadership style variable (X1) are declared valid and are suitable for measurement of research variables.

Work discipline (X2)

To measure the validity value of work discipline (X2), it is determined by looking at the value with the number of respondents, namely 105 respondents so that the value in the Product Moment Table and the value of $r = 0.191$ is obtained.

Table 2. Test the validity of work discipline variables

Statement	r- Count	r-table	Description
DK1	0,345	0,191	Valid
DK2	0,661	0,191	Valid
DK3	0,632	0,191	Valid
DK4	0,684	0,191	Valid
DK5	0,706	0,191	Valid
DK6	0,761	0,191	Valid
DK7	0,711	0,191	Valid
DK8	0,736	0,191	Valid
DK9	0,430	0,191	Valid

Source: Data processed (2022)

The results of the validity analysis for all instruments on the work discipline variable (X2) in table 2, the analysis results are above $r = 0.191$ so it can be concluded that the 9 scores of statements or instruments on the work discipline variable (X2) are declared valid and are suitable for measuring research variables.

Job satisfaction (X3)

To measure the validity value of job satisfaction (X3), it is determined by looking at the value with the number of respondents, namely 105 respondents so that the value in the Product Moment Table and the value of $r = 0.191$ is obtained.

Table 3. Test the validity of job satisfaction variables

Statement	r- Count	r-table	Description
KK1	0,270	0,191	Valid
KK2	0,586	0,191	Valid
KK3	0,516	0,191	Valid
KK4	0,701	0,191	Valid
KK5	0,575	0,191	Valid
KK6	0,416	0,191	Valid
KK7	0,444	0,191	Valid
KK8	0,453	0,191	Valid
KK9	0,672	0,191	Valid

Source: Data processed (2022)

The results of the validity analysis for all instruments on the job satisfaction variable (X3) in table 3, the results of the analysis are above $r = 0.191$ so it can be concluded that the 9 scores of statements or instruments on the job satisfaction variable (X3) are declared valid and are suitable for measuring research variables.

Work environment (X4)

To measure the validity value of the work environment (X4), it is determined by looking at the value with the number of respondents, namely 105 respondents so that the value in the Product Moment Table and the value of $r = 0.191$ is obtained.

Table 4. Test the validity of work environment variables

Statement	r-Count	r-Table	Description
LK1	0,228	0,191	Valid
LK2	0,636	0,191	Valid
LK3	0,630	0,191	Valid
LK4	0,720	0,191	Valid
LK5	0,563	0,191	Valid
LK6	0,371	0,191	Valid
LK7	0,444	0,191	Valid
LK8	0,448	0,191	Valid
LK9	0,617	0,191	Valid

Source: Data processed (2022)

The results of the validity analysis for all instruments on the work environment variable (X5) in table 4, the analysis results are above $r = 0.191$ so it can be concluded that the 9 statement scores or instruments on the work environment variable (X4) are declared valid and are suitable for measuring research variables.

Employee performance (Y)

To measure the validity value of employee performance (Y), it is determined by looking at the value with the number of respondents, namely 105 respondents so that the value in the Product Moment Table and the value of $r = 0.191$ are obtained.

Table 5. Test the validity of employee performance variables

Statement	r-count	r-table	Description
KP1	0,436	0,191	Valid
KP2	0,431	0,191	Valid
KP3	0,671	0,191	Valid
KP4	0,657	0,191	Valid
KP5	0,643	0,191	Valid
KP6	0,635	0,191	Valid
KP7	0,631	0,191	Valid

KP8	0,643	0,191	Valid
KP9	0,262	0,191	Valid

Source: Data processed (2022)

The results of the validity analysis for all instruments on the employee performance variable (Y) in table 5, the analysis results are above $r = 0.191$ so it can be concluded that the 9 scores of statements or instruments on the employee performance variable (Y) are declared valid and are suitable for measuring research variables.

Reliability Test

Reliability is a measure of the stability and consistency of respondents in answering matters relating to the constructs of questionnaire statements..

Table 6. Reliabilitas test

Variabel	r Alpha	Reliability value	Description
Gaya kepemimpinan	0,728	0,600	Reliabel
Disiplin kerja	0,819	0,600	Reliabel
Kepuasan kerja	0,667	0,600	Reliabel
Lingkungan kerja	0,677	0,600	Reliabel
Kinerja pegawai	0,736	0,600	Reliabel

Source: Data processed (2022)

Decision Making Method :

- a. If $r \text{ Alpha} > 0,600$ then reliabel.
- b. If $r \text{ Alpha} < 0,600$ then not reliabel.

Analysis : Table 6 shows the results of reliability testing on the questionnaire with Cronbach's Alpha or r Alpha values of 0.728; 0.605; 0.819; 0.667; 0.677 and 0.736. This proves that the questionnaire is reliable because the r Alpha value is greater than 0.600.

Model Estimation Results

Based on the data that has been obtained, an analysis is made which is the result of multiple linear regression. The multiple linear regression model describes the effect of leadership style, work discipline, job satisfaction and work environment which are independent variables on the dependent variable, namely employee performance. The equation estimation model is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

Based on the data obtained from the results and has been processed into a computer calculation model using the SPSS 23 program, it can be seen from the following table :

Table 7. Multiple linear regression

Model	Coefficients ^a		
	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	11.498	4.875	
Leadership Style	.194	.085	.220
Work Discipline	.450	.061	.590
Job Satisfaction	.005	.103	.005
Work Environment	.213	.099	.207

a. Dependent Variable: Employee Performance

Source: Data processed (2022)

Based on the table above, the results of the estimation model can be made as follows:

$$Y = 11,498 + 0,194 X_1 + 0,450 X_2 + 0,005 X_3 + 0,213 X_4$$

The interpretation of the model above is : (a). The value of a (constant) is 11.498, meaning that if there is no independent variable or it is equal to zero then employee performance is 11.498, (b). The

coefficient value of leadership style (b1) is 0.194. This means that every time there is an increase in the leadership style variable (X1) by one unit, it will increase employee performance by 0.194, (c). The coefficient value of work discipline (b2) is 0.450. This means that every increase in the work discipline variable (X2) by one unit will increase employee performance by 0.450, (d). The coefficient value of job satisfaction (b3) is 0.005. This means that every increase in the job satisfaction variable (X3) by one unit will increase employee performance by 0.005, (e). The work environment coefficient (b4) is 0.213. This means that every increase in the work environment variable (X4) by one unit will increase employee performance by 0.213.

Coefficient of Determination (R²)

Based on the data obtained from the results and has been processed into a computer calculation model using the SPSS 23 program, it can be seen from the following table:

Table 8. Coefficient of determination
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.670 ^a	.450	.422	2.140

a. Predictors: (Constant), Work Environment, Work Discipline, Leadership Style, Job Satisfaction

Source: Data processed (2022)

It can be seen that the R-square is 0.450 or 45%, which means that the variables of leadership style, work discipline, job satisfaction and work environment are able to explain 45% of employee performance, while the remaining 55% (100% - 45%) is explained by other variables not included in this research model.

T-Statistic Test (Partial Test)

Based on the results of the estimated model equation, it can be seen the effect of the independent variables on employee performance. To find out the real effect of variables partially can be done with the t test.

Tabel 10. T test
Coefficients^a

Model	t	Sig.
1 (Constant)	2.359	.020
Leadership Style	2.289	.024
Work Discipline	7.412	.000
Job Satisfaction	.049	.961
Work Environment	2.148	.034

a. Dependent Variable: Employee Performance

Source: Data processed (2022)

In table 10, it is known that the t value of leadership style (X1) is 2.289, the t value of work discipline (X2) is 7.412, the t value of job satisfaction (X3) is 0.49 and the t value of work environment (X4) is 2.148. Meanwhile, to determine the t table value in this study, it can be seen in the existing t table. Df is the result of reducing the amount of data minus the number of research variables (105 - 6 = 99). The significant value at $\alpha = 5\%$, so the significance level used is 0.05. Next, determine the t table value by looking at the t table. In this study, the significance value is 0.05 and Df is 99, so the t table value is 1.660. (a). The t-count value of leadership style > t-table (2.359 > 1.660), thus the hypothesis is accepted. This means that the leadership style variable affects the employee performance variable with a confidence level of 95%, (b). The t-count value of work discipline > t-

table ($7.412 > 1.660$), thus the hypothesis is accepted. This means that the work discipline variable affects the employee performance variable with a 95% confidence level, (c). The t-count value of job satisfaction $< t$ -table ($0.049 < 1.660$), thus the hypothesis is rejected. This means that the job satisfaction variable has no effect on the employee performance variable with a 95% confidence level, (d). The t-count value of work environment $> t$ -table ($2.148 > 1.660$), thus the hypothesis is accepted. This means that the work environment variable affects the employee performance variable with a 95% confidence level.

F-Statistic Test (Simultaneous Test)

Based on the results of the estimated model equation, it can be seen the effect of the independent variables on employee performance. To find out the real effect of variables simultaneously can be done with the F test.

Table 11. F-Test
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	370.340	5	74.068	16.169	.000 ^b
	Residual	453.507	99	4.581		
	Total	823.848	104			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Environment, Work Discipline, Leadership Style, Job Satisfaction

Source: Data processed (2022)

In table 11, it is known that the calculated F value is 16.169. Meanwhile, to determine the value of the F table in this study, it can be seen in the existing F table. The F table value is 2.31. The value of F-count $> F$ -table ($16,169 > 2.31$), thus the hypothesis is accepted. This means that the variables of leadership style, work discipline, job satisfaction and work environment simultaneously affect the employee performance variable with a confidence level of 95%.

Discussion

Effect of leadership style on employee performance

The results showed that the t-count value of leadership style $> t$ -table ($2.359 > 1.660$), this means that leadership style affects the performance of BKKBN employees in Palopo City, South Sulawesi. The results of this study are in line with Nurlia's research (2017) which shows that there is an influence of the leadership style applied by the leadership of PT. Al-Ijarah Indonesia Finance Lampung on employee performance, this can be seen with a significance of $\alpha = 0.05$ with the results of the t test = 5.055 and its significance < 0.05 ($0.000 < 0.05$), meaning that the hypothesis can be concluded that H_0 is rejected and H_a is accepted. So it can be concluded that leadership style has a positive direct effect on employee performance at PT Al-Ijarah Indonesia Finance Lampung. (Nurlia, 2017).

The effect of work discipline on employee performance

The results showed that the t-count value of work discipline $> t$ -table ($7.412 > 1.660$), this means that work discipline affects the performance of employees of the National Population and Family Planning Agency (BKKBN) of Palopo City, South Sulawesi. The results of this study are in line with Mariam's research (2016) which shows that work discipline affects employee performance at the Communication and Informatics Office of West Java Province. (Mariam, 2016).

The effect of job satisfaction on employee performance

The results showed that the t-count value of job satisfaction $< t$ -table ($0.049 < 1.660$), this means that job satisfaction has no effect on the performance of employees of the National Population

and Family Planning Agency (BKKBN) of Palopo City, South Sulawesi. The results of this study are in line with research by Azhari (2021) entitled The effect of job satisfaction on employee performance at the Berau Regency Manpower and Transmigration Office. From the results of simple linear regression, it turns out that job satisfaction does not have a significant effect on employee performance at the Berau Regency Manpower and Transmigration Office (Azhari et al., 2021).

The effect of work environment on employee performance

The results showed that the t-count value of the work environment > t-table ($2.148 > 1.660$), this means that the work environment affects the performance of employees of the National Population and Family Planning Agency (BKKBN) of Palopo City, South Sulawesi. The results of this study are in line with Lestary's research (2017) which shows that the work environment has a significant influence on employee performance of employees in the Detail Part Manufacturing Division of the Production Directorate of PT Dirgantara Indonesia (Persero). (Lestary & Chaniago, 2017).

The influence of leadership style, motivation, work discipline, job satisfaction and work environment on employee performance

The results showed that the F-count > F-table value ($16.169 > 2.31$), this means that leadership style, work discipline, job satisfaction and work environment simultaneously affect the performance of employees of the National Population and Family Planning Agency (BKKBN) Palopo City, South Sulawesi. The results of this study are in line with Pratama's research (2017) which shows that leadership style, and work discipline together have a significant influence on employee performance at the Boyolali Dinolransos Office (Majid, 2021).

CONCLUSION

(a). Leadership style affects the performance of employees of the National Population and Family Planning Agency (BKKBN) Palopo City South Sulawesi, (b). Work discipline affects the performance of employees of the National Population and Family Planning Agency (BKKBN) of Palopo City, South Sulawesi, (c). Job satisfaction has no effect on employee performance of the National Population and Family Planning Agency (BKKBN) of Palopo City, South Sulawesi, (d). The work environment affects the performance of employees of the National Population and Family Planning Agency (BKKBN) of Palopo City, South Sulawesi, (e). Leadership style, work discipline, job satisfaction and work environment simultaneously affect the performance of employees of the National Population and Family Planning Agency (BKKBN) of Palopo City, South Sulawesi. Future research can be conducted to comprehensively understand how leadership style, work discipline, job satisfaction, and work environment together interact and mutually influence employee performance. This research can use quantitative and qualitative approaches to gain a deeper understanding of the mechanisms and patterns of relationships between these factors.

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