

Analysis of the Influence of Leadership Style, Work Motivation, and Work Environment on Performance

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ABSTRACT

This study aims to find out and analyze the influence of leadership style, work motivation and work environment both passively and simultaneously on employee performance, at the Díli High Prosecutor's Office, Timor-Leste located in Colmera and Matadoro. The population was 195, a sample of 99 respondents, the data was processed using the help of SPSS version 25 software, a type of quantitative descriptive research. The results of the study partially showed that the variables Leadership Style (X1), Motivation (X2), and Work Environment (X3) had a positive and significant effect on employee performance. The results of the F test, in the three variables, show that the variables Leadership Style, Motivation, Environment, simultaneously have a positive and significant effect on employee performance. The results of this study are expected to provide better insight into the factors that affect employee performance.

KEYWORDS: Leadership Style, Work Motivation, Work Environment, Performance, Timor-Leste

I. INTRODUCTION

Human resource management has a very big role in an organization because humans are one of the important and main factors to improve organizational performance. Prawirosentono (2000:1) Performance is the work that can be achieved by a person or group of people in an organization according to their respective authorities and responsibilities in the context of efforts to achieve the goals of the organization concerned legally, not in violation of the law and in accordance with morals and ethics.

Keith Davis and John W. Newstrom, (1990:162), Leadership style is an overall pattern of action that includes the philosophy, skills and attitudes of leaders on the basis of motivation, power, orientation towards tasks and people. Malayu S.P Hasibuan, (2006:141), Motivation questions how to direct the power and potential to work to achieve the specified goals.

Nitisemito (2000: 67) The work environment is everything that exists around workers that can influence them in carrying out the tasks they carry. Based on the observation of researchers at the Timor-Leste Prosecutor's Office, the agency as one of the law enforcement agencies and is a unit, is required to play a greater role in upholding the rule of law, protecting the public interest, enforcing human rights,

eradicating Corruption, Collusion, Nepotism (KKN) and organized crime. The total number of public services provided to the people of Timor-Leste from 2019-2023 amounted to 40,901 cases.

There are 273 civil servants in the entire Timor-Leste Prosecutor's Office, but the number of prosecutors handling cases is 29. Based on the data above, it shows that Timor-Leste has a number of cases that exceed the capabilities of prosecutorial personnel in terms of handling cases.

Internal regulations that govern prosecutors working in the District Attorney's Office to complete 25 cases every month and in the Cabinet for the Eradication of Corruption and Organized Crime are required to complete 3 cases every month. Employee Performance Assessment at the Prosecutor's Office from 2019 to 2023, which can be seen in the graph of the performance level of employees is not fixed when viewed from the applicable rules.

This can be part of a work environment that is not motivating, but continues to put emphasis on personnel. The achievement of this target can have an impact on the quality of service. However, if this is not accompanied by a good leadership style and existing work motivation, then it can be expected that the performance of the Timor-Leste Prosecutor's Office will also be affected. Employee Performance Assessment at the Prosecutor's Office is still in a situation that sometimes shows an increase in performance and sometimes leads to an uneven decline every year as seen in 2019 to 2023, in tables 1.1, 1.2 and 1.3 where it can be seen in the graph of the performance level of employees is not fixed when viewed from the applicable rules that each prosecutor has a metas in completing work, This is also seen from the argument from Cordenadora Reforma Justiça quoted in the Timor Post communication media dated September 23, 2023, where he identified a decrease in the quality of work in the judicial sector.

Departing from this background, the researcher considers it important to conduct a study that can reveal several variables, including leadership style, work motivation, and work environment on employee performance. The title of the research is, "Analysis of the Influence of Leadership Style, Work Motivation, and Work Environment on Employee Performance A Case Study at the Timor-Leste Prosecutor's Office located in Díli".

Table 1. Number of cases received, completed and still pending from 2019-2023

Year	Number of Pending Cases from Last Year	The number of new cases received by the Prosecutor's Office	Total cases received last year and the following year	Number of cases resolved	Number of pending cases from last year to new year
2019	3,474	4,983	8,464	5,062	3,402
2020	3,402	4,962	8,376	5,547	2,829

2021	2,829	5,137	7,974	5,190	2,750
2022	2,750	5,097	7,849	5,952	1,834
2023	1,834	6,399	8,238	4,592	3,583
2024	3,583	-	-	-	-
Total	14,289	26, 578	40,901	26,343	-

Table 2. Employee Performance Assessment in 2019-2023

Year	2019	2020	2021	2022	2023
	5,062	5,547	5,190	5,952	4,592

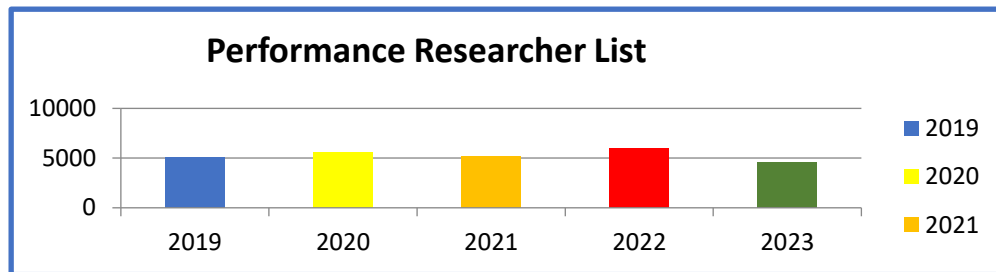


Figure 1. Employee Performance Assessment in 2019-202

Source: Timor-Leste Prosecutor's Office

II. LITERATURE REVIEW

A. Human Resource Management

Human resource management is a science or art that regulates the relationship and role of the workforce to be effective and efficient in helping the realization of the goals of the company, employees and the community, Hasibuan (2016:10).

B. Leadership Style

Malayu S.P Hasibuan (2011) said that leadership style is a way for a leader to influence the behavior of subordinates, so that they want to work together and work productively to achieve organizational goals. Leadership factors that affect leadership style according to H. Joseph Reitz in Rahayu et al., (2017) include personality, expectations and behavior of superiors, characteristics, expectations and behavior of subordinates, task needs, climate and policies, expectations and behavior of colleagues.

Leadership Style Indicators According to Handoko (2010), leadership styles are 1) Task implementation, 2) Support, 3) Prioritize results over processes, 4) Giving instructions.

C. Types of leadership styles

According to Hasyim, H. (2022) the leadership style consists of three types, namely Directive Leadership, Participative Leadership, and Supportive Leadership.

Table 3. Leadership

Directive	Participative	Supportive
The leader directly mingles with subordinates to explain the group tasks that have been given, informing the employees.	Leaders motivate subordinates to feel that they belong to the company/organization persuasively.	Leaders who not only delegate tasks and receive results but support until the delegated tasks are completed.
Leadership who gives instructions to employees from the beginning until they get awards.	Creating harmonious cooperation, fostering loyalty, and participation of subordinates.	Work together until subordinates are empowered and skilled enough to handle tasks.
Reward employees who are successful and participate in the company.	Subordinates must participate in providing suggestions, ideas, and considerations in the decision-making process.	Involve subordinates to convey feelings and concerns.
(+) Controlling employees to become more obedient and enthusiastic in completing their work.	(+) Encourage subordinates' ability to make decisions Always nurture subordinates to accept greater responsibility.	(+) Give awards to employees so that they are always enthusiastic about work.
(-) Giving punishment to employees who are negligent in doing their work.	(-) Participative that is not in accordance with the rights termed.	(-) Leaders emphasize interpersonal relationships to employees (<i>informal relationship</i>).

Franklyn (1951) in Onong Effendy (1993: 200) stated that there are three main leadership styles, namely autocratic leadership (outocratic/authoritarian leadership), democratic leadership (democratic/participative leadership), and free-rein / laissez faire leadership.

Table 4. Leadership

Demokratis	Otoriter	Laissez faire (bebas)
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Leaders delegate most of the authority and still retain the main responsibility.	The leader retains all authority & responsibility.	The leader delegates responsibility and authority to the group.
Work is divided based on a person's participation in decision-making.	Leaders assign someone to perform a specific task.	The groups are asked to do the work according to their will and ability.
Communication Walks 2 way actively.	Communication is more extensive from top to bottom.	Communication flows more horizontally among colleagues
(+)Provide personal commitment through participation.	(+) Putting pressure on you to produce regular and predictable performance.	(+)Allows the initiative to do a job that is considered appropriate without the intervention of superiors.
(-) The democratic process is time-consuming.	(-) Sterilize personal initiative.	(-) Groups can be swayed due to unclear leadership direction.

D. Work Motivation

Suparyadi (2015:416) states that motivation is an impulse caused by a need (karsa) that moves and directs individual behavior to achieve certain goals or incentives. Usually people act for a reason to achieve a goal. Understanding motivation is very important because performance, reactions to incentives or compensation and other human resource issues are influenced and affect motivation. Approaches to understanding motivation are different, as different theories develop their own views and models. The types of motivation according to H. Mohammad Asrori (2007:183) are divided into two types, including: 1) Motivation that comes from within a person and 2) Motivation from outside in the form of formation efforts from others.

The purpose of work motivation according to Hasibuan Dalam (Kurniasari, 2018) consists of: (1) Encouraging employee passion and work spirit; (2) Improving employee morale and work decisions; (3) Increase employee work productivity; and (4) Maintain the loyalty and stability of the company's employees. Indicators of work motivation according to Maslow in Hosnawati (2016) The indicators used to measure work motivation are as follows: (1) physiological needs; (2) safety needs; (3) social needs; (4) the need for awards; and (5) self-actualization. These indicators will be used in this study to find out the relationship between work motivation and employee performance.

E. Work Environment

The work environment is something that exists in the environment of workers that can influence them in carrying out their duties. The work environment is one of the important factors in creating employee performance Erika (2021). Sedarmayanti (2001: 97) stated that broadly speaking, the types of work environments are divided into 2, namely (1) physical work environment lighting/light, air temperature/temperature, humidity, air circulation, noise, mechanical vibration, unpleasant odors, color schemes, decorations, music in the workplace.; and (2) non-physical work environment, including social relations in the workplace both between superiors and subordinates or relationships between subordinates.

F. Employee Performance

Performance is a measure that shows the performance or appearance of employees in carrying out the duties and functions delegated to them by an agency. Performance appraisal is used by agencies as a benchmark for the success of their employees or to evaluate the achievement of a job assigned to the employee. Performance is generally defined as a person's success in carrying out a job (Arianty, Bahagia, Lubis, & Siswadi, 2016). Factors that affect employee performance according to Gibson, et al. (2014) include: 1) Individual variables, 2) Psychological variables and 3) Organizational variables. Employee performance measures according to Moeheriono in Abdullah (2014) are Effective, Efficient, Quality, Punctuality, Productivity, Safety.

G. CONCEPTUAL FRAMEWORK AND HYPOTHESIS

From the above explanation for the writing of this research proposal, the author describes the conceptual framework as follows as shown in Figure 2.

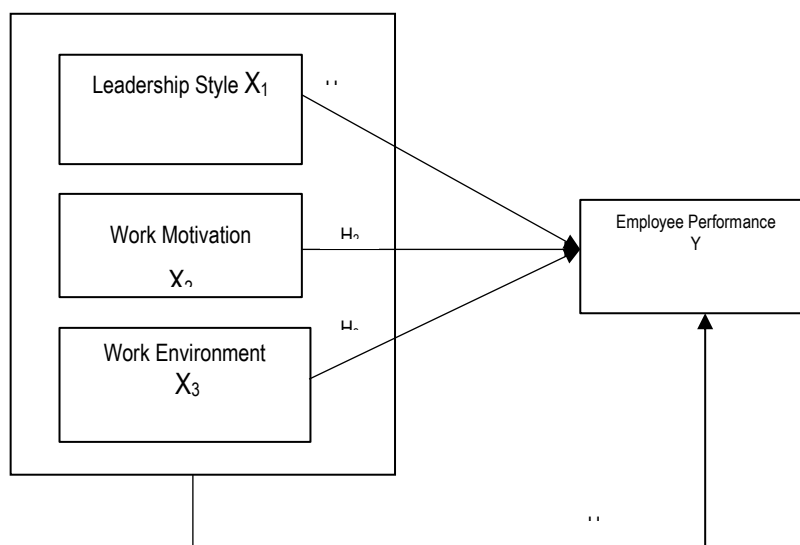


Figure 2. Conceptual Framework

Source:

H1: Rina Loliyana *al. et.*, (2020), Hasyim (2022), Shalahuddin, S. (2021), Agus Purwanto (2020), Lintar Bias Pakarti (2021), Rizaldi Syahputra¹, Alini Gilang, S.H., M.M² (2019).

H2: Riska Indah Nurmelita *al. et.*, (2020), Humjaimatul Fauziah *et. al.*, (2020), Jus Samuel Sihotang (2020), Alvonso Fanisius Gorang, *et. al* (2022), Dedi Priyo Handoyo (2023).

H3: Vicky Sanjaya¹ Wenny Desty Febrian² (2024), Arief Rahman (2021), Rina Loliyana (2020),

H4: Augina Magdalena Manampiring; *et. al.*, (2021), A Zainal Abidin¹¹.

III. RESEARCH METHODOLOGY

In this study, the research method used is quantitative research. The population obtained consisted of 195 individuals, and by using the sampling method i Slovin formula with a precision of 7%. Slovin Yusuf's formula, (2014:170), researchers were able to identify samples from 99 employees (prosecutors, clerks and administration). The data used in this study is primary data, which was collected through questionnaire distribution. The research instruments include validity and reliability, and the data analysis technique involves quantitative data analysis using descriptive statistical methods and SPSS version 25.

IV. FINDINGS AND DISCUSSION

A. Validity Test Results

Validity test If the tool used to measure the data is valid, the resulting instrument is also valid The valid standard used in this study is to determine the standard > 0.361 so that the statement has a Calculation $>$ Table that the question item is considered valid.

Table 5. Analisis Uji Validitas

N	Variable	Item	R _{hitung}	R _{tabel}	Ket
	Gaya Kepemimpinan (X1)	X1.1	0,796	0,361	Valid
		X1.2	0,758	0,361	Valid
		X1.3	0,858	0,361	Valid
		X1.4	0,721	0,361	Valid

	Motivasi (X2)	X2.1	0,769	0,361	Valid
		X2.2	0,422	0,361	Valid
		X2.3	0,585	0,361	Valid
		X2.4	0,689	0,361	Valid
		X2.5	0,518	0,361	Valid
	Lingkungan kerja (X3)	X3.1	0,801	0,361	Valid
		X3.2	0,824	0,361	Valid
	Kinerja Pegawai (Y)	Y1	0,804	0,361	Valid
		Y2	0,848	0,361	Valid
		Y3	0,785	0,361	Valid
		Y4	0,827	0,361	Valid
		Y5	0,859	0,361	Valid

The results of the validity test for leadership style variables are 4 items, work motivation is 5 items and work environment 2 items on employee performance there are 5 items of statements can be concluded that all items are declared valid because the pearson correlation is calculated $>$ the table in other words the pearson correlation is above 0.361.

B. Reliability Test

In this study, the effect of construct reliability on the study will use the Cronbach's Alpha value generated through the processing of SPSS version 25 data, if Cronbach's Alpha $>$ 0.60 then it is a reliable frog.

Table 6. Reliability

N.	Research Variables	Cronbach's Alpha	Information
1	Leadership Style	0,809	Reliabel
2	Motivation	0,734	Reliabel

3	Environment	0,841	Reliabel
4	Performance a	0,810	Reliabel

The results of the reliability test of each statement item on each variable are all RELIABLE or reliable, this is proven by the value of Cronbach's Alpha of the variable type greater than 0.60. Hasil Analisis Data

C. Descriptive statistical analysis

Ghozali, (2016) aims to collect, process, and analyze data so that it can be presented in a better view. Descriptive statistics is a method to describe and provide an overview of the frequency distribution of variables in a research, process pengolahan dan analisa data menggunakan aplikasi program SPSS versi 25.

Table 7. Results of Descriptive Analysis

x1.1					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	2.0	2.0	2.0
	Disagree	5	5.1	5.1	7.1
	Neutral	6	6.1	6.1	13.1
	Agree	26	26.3	26.3	39.4
	Strongly Agree	60	60.6	60.6	100.0
	Total	99	100.0	100.0	
x1.2					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	1.0	1.0	1.0
	Disagree	6	6.1	6.1	7.1
	Neutral	15	15.2	15.2	22.2

	Agree	41	41.4	41.4	63.6
	Strongly Agree	36	36.4	36.4	100.0
	Total	99	100.0	100.0	
x1.3					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	3.0	3.0	3.0
	Disagree	11	11.1	11.1	14.1
	Neutral	25	25.3	25.3	39.4
	Agree	30	30.3	30.3	69.7
	Strongly Agree	30	30.3	30.3	100.0
	Total	99	100.0	100.0	
x1.4					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	4.0	4.0	4.0
	Disagree	11	11.1	11.1	15.2
	Neutral	13	13.1	13.1	28.3
	Agree	28	28.3	28.3	56.6
	Strongly Agree	43	43.4	43.4	100.0
	Total	99	100.0	100.0	

Based on the results of the descriptive test above, it can be described that the distribution of data obtained by the researcher regarding the type of leadership style (X1), has the highest value with frequency in each sub-item of variables such as X1.1 with a value of strongly agreeing with frequency 60 with a percentage of 60.6%, X1.2 with a value agreeing with frequency 41 with a percentage of 41.4%, X1.3 with a value of strongly agreeing and agreeing with each frequency there are 30 with a percentage of 30.3%, and X1.4 with a score of strongly agreeing with the frequency of 43 with a

percentage of 43.4%, the aesthetic figure shows that of 100% of the respondents, 60% of the respondents mentioned that the type of leadership style in carrying out their duties gives orders that the employees must carry out these tasks in accordance with the orders of the leader, the leadership style is found in the indicator of the type of authoritarian leadership style.

x2.1					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	7	7.1	7.1	7.1
	Disagree	6	6.1	6.1	13.1
	Neutral	16	16.2	16.2	29.3
	Agree	31	31.3	31.3	60.6
	Strongly Agree	39	39.4	39.4	100.0
	Total	99	100.0	100.0	
x2.2					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	5.1	5.1	5.1
	Disagree	9	9.1	9.1	14.1
	Neutral	25	25.3	25.3	39.4
	Agree	41	41.4	41.4	80.8
	Strongly Agree	19	19.2	19.2	100.0
	Total	99	100.0	100.0	
x2.3					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	5.1	5.1	5.1

	Disagree	10	10.1	10.1	15.2
	Neutral	12	12.1	12.1	27.3
	Agree	35	35.4	35.4	62.6
	Strongly Agree	37	37.4	37.4	100.0
	Total	99	100.0	100.0	
x2.4					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	6.1	6.1	6.1
	Disagree	9	9.1	9.1	15.2
	Neutral	21	21.2	21.2	36.4
	Agree	45	45.5	45.5	81.8
	Strongly Agree	18	18.2	18.2	100.0
	Total	99	100.0	100.0	
x2.5					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	3.0	3.0	3.0
	Disagree	12	12.1	12.1	15.2
	Neutral	4	4.0	4.0	19.2
	Agree	37	37.4	37.4	56.6
	Strongly Agree	43	43.4	43.4	100.0
	Total	99	100.0	100.0	

Based on the results of the descriptive test above, it can be described that the distribution of data obtained by the researcher regarding the work motivation variable (X2), has the highest value with the frequency in each sub-item of the variable such as X2.1 with a value of strongly agreeing with the frequency of 39 out of 99 respondents with a percentage of 39.4%, X2.2 with a value agreeing with the frequency of 41 with a percentage of 41.4%, X2.3 with a score of strongly agreeing and agreeing with each frequency there are 37 with a percentage of 37.4%, and X2.4 with a value agreeing with a frequency of 45 with a percentage of 45.5%, the aesthetic figure shows that out of 99 respondents or from 100% more than 45% of respondents want leaders in the agency to pay attention to the need for awards in promoting positions to increase salaries, the need for good safety and social security so that employees feel safe at work.

x3.1					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	3	3.0	3.0	3.0
	Tidak Setuju	6	6.1	6.1	9.1
	Netral	23	23.2	23.2	32.3
	Setuju	40	40.4	40.4	72.7
	Sangat Setuju	27	27.3	27.3	100.0
	Total	99	100.0	100.0	
x3.2					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	2	2.0	2.0	2.0
	Tidak Setuju	7	7.1	7.1	9.1
	Netral	22	22.2	22.2	31.3
	Setuju	33	33.3	33.3	64.6
	Sangat Setuju	35	35.4	35.4	100.0

	Total	99	100.0	100.0	
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Based on the results of the descriptive test above, it can be described that the distribution of data obtained by the researcher regarding the work environment variable (X3), has the highest value with frequency in each sub-item of variables such as X3.1 by agreeing with frequency 40 with a percentage of 40.4%, X3.2 with a value of strongly agreeing with frequency 35 with a percentage of 35.4%, the aesthetic figure shows that of 100% of respondents some respondents want a work environment physical and non-physical that are good and harmonious in order to support productivity and services provided to the community properly and correctly and in accordance with work ethics and discipline that must be obeyed.

y1					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	4	4.0	4.0	4.0
	Tidak Setuju	3	3.0	3.0	7.1
	Netral	2	2.0	2.0	9.1
	Setuju	40	40.4	40.4	49.5
	Sangat Setuju	50	50.5	50.5	100.0
	Total	99	100.0	100.0	
y2					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	4	4.0	4.0	4.0
	Tidak Setuju	6	6.1	6.1	10.1
	Netral	4	4.0	4.0	14.1
	Setuju	52	52.5	52.5	66.7
	Sangat Setuju	33	33.3	33.3	100.0

	Total	99	100.0	100.0	
y3					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	6	6.1	6.1	6.1
	Tidak Setuju	4	4.0	4.0	10.1
	Netral	17	17.2	17.2	27.3
	Setuju	40	40.4	40.4	67.7
	Sangat Setuju	32	32.3	32.3	100.0
	Total	99	100.0	100.0	
y4					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	2	2.0	2.0	2.0
	Tidak Setuju	9	9.1	9.1	11.1
	Netral	16	16.2	16.2	27.3
	Setuju	38	38.4	38.4	65.7
	Sangat Setuju	34	34.3	34.3	100.0
	Total	99	100.0	100.0	
y5					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	3	3.0	3.0	3.0
	Tidak Setuju	8	8.1	8.1	11.1

	Netral	8	8.1	8.1	19.2
	Setuju	43	43.4	43.4	62.6
	Sangat Setuju	37	37.4	37.4	100.0
	Total	99	100.0	100.0	

Based on the results of the descriptive test above, it can be described that the distribution of data obtained by the researcher regarding the performance variable (Y), has the highest value with frequency in each sub-item of variables such as Y1 by agreeing with frequency 50 with a percentage of 50.5%, Y2 with a value agreeing with frequency 52 with a percentage of 52.5%, Y3 with a value agreeing with a frequency of 40 with a percentage of 40.4%, Y3 with a value of agreeing with a frequency of 38 with a percentage of 38.4%, Y4 with a value agreeing with a frequency of 38 with a percentage of 38.4% and Y5 with a value agreeing with a frequency of 43 with a percentage of 43.4% The aesthetic figure shows that of the 100% of respondents some respondents who stated that of the three independent variables are well and correctly considered, it will improve the quality of work, quantity of paper, work responsibilities and improving work ability so that employees have good initiative in carrying out tasks and being more innovative.

D. Hypothesis Test Results

Partial Test Results (t-Test)

The T test is to partially test whether the regression coefficient is significant or not. The significance level of 5% (0, 05) with the criterion of tcount value > ttable, the independent variable has an effect on the dependent variable, if it is the other way around, the independent variable has no effect on the dependent variable

Table 8. Partial Test (t-Test)

Coefficients ^a											
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.615	1.380		1.170	0.245					

	totalx1	0.390	0.125	0.301	3.123	0.002	0.742	0.305	0.184	0.375	2.668
	totalx2	0.346	0.098	0.311	3.517	0.001	0.727	0.339	0.208	0.447	2.237
	totalx3	0.735	0.234	0.298	3.139	0.002	0.737	0.307	0.185	0.388	2.575

Leadership Style has a positive and significant effect on employee performance, it can be seen from the t-test on X1 indicating a tcount of 3,123 greater than the t-table 1,984, then it is concluded that Variabe X1 has a positive and significant effect on the Y variable.

Motivation has a positive and significant effect on employee performance, this can be seen from the t-test on X2 of 3,517 greater than the Ttable 1,984, then it is concluded that the X2 variate has a positive and significant effect on the Y variable.

The environment has a positive and significant effect on employee performance, this can be seen from the t-test on the X3 variate of 3,139 greater than the Table of 1,984, so it is concluded that the X3 variate has a positive and significant effect on the Y variable.

Simultaneous Test Results (Test F)

The F test is used to see the significant degree of the three independent variables together affecting the bound variable. The results of the f test can be seen in Table 9.

Table 9, Simultaneous Tests (test F)

ANOVA ^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1200.044	3	400.015	63.861	.000 ^b
	Residual	595.067	95	6.264		
	Total	1795.111	98			

Predictores: (Constant), Leadership style, motivation, performance environment based on the table above, it can be seen that the value of Fcal is greater than 63,861 > 2.70 Ftablel with a significant level of ,000. Because of the F test, the significance level is 0.000 < 0.05, so the decision taken is that H04 is rejected and Ha4 is accepted. Acceptance of this hypothesis test, it can be concluded that the variables of Leadership Style, Motivation, and Environment simultaneously have a significant and positive effect on employee performance or it can be said that the variables of Leadership Style, Motivation, and

Environment are able to explain the performance of employees at the Prosecutor's Office in Dili, Timor-Leste.

V. DISCUSSION

The Influence of Leadership Style on Employee Performance (H1)

The results of the study show that the Leadership Style variable has a positive and significant effect on employee performance. This is because the employees want the Leadership Style 1) Providing support in carrying out their duties, 2) Leaders who before making decisions to decipher ideas/ideas from their subordinates, 3) Leaders who free employees to make decisions to carry out tasks in accordance with existing decisions and regulations 4) Leaders who encourage employees to be more innovative in solving work problems rationally/logically and petrifying to solve problems from Various points of view.

However, this has not been seen in the Dili High Prosecutor's Office, Timor-Leste located in Colmera and Matadoru, because the more dominant leadership style in the agency is authoritarian, where: 1) the leader makes decisions without dismantling employees working in the field, 2) demands that the work must be in accordance with regulations and laws, 3) negates and imposes penalties for employees who violate, 4) not following the work process but wanting maximum results 5) the welfare of employees is not considered.

If you look at the results of the research based on the character of the employees who are more dominant in working in the agency, if you continue to apply the Authoritarian leadership style, it will greatly affect productivity or work results, which will decrease every day.

This research is in line with the research of Rina Liliyana al. et., (2020) with the title The Influence of Leadership Style, Work Motivation, and Work Environment on Employee Performance at PT. Jiwasraya Insurance, in Bandar Lampung, Hasyim (2022) with the title The Influence of Leadership Style on Employee Performance at the Maros Regency Environmental Office, Lintar Bias Pakarti (2021) with the title The Influence of Laissez-faire and Autocratic Leadership Style on the Performance of Millennial Generation Employees a study on Ublixmedi Rizaldi Syahputra¹ Employees, Alini Gilang, S.H., M.M2 (2019) with the title The Influence of Leadership Style on Employee Performance at Cv.Inti Karet,

Motivation Influencer on Employee Performance (H2)

The results of the study partially showed that variable X2 had a positive and significant effect on Y at the Prosecutor's Office in Dili, Timor-Leste.

This is because the employees who have worked hard expect the leaders in the agency to give awards, promote positions, increase salaries and salaries, safety, social security, health and security, . The need for physiology, the need for self-actualization.

However, this has not yet been seen in the Díli Prosecutor's Office, Timor-Leste located in Colmera and Matadoru, this can be seen from the number of jobs received from 2019 to 2023 as many as 40,901 cases, human resources which only number 273, but those who handle criminal and civil cases only number 29, the rights of employees are listed in the laws and regulations n.o 7/2022, May 19 regarding Estatuto Ministério Público and government regulation number 19/2012 dated April 25 have not been implemented, so that the workers are not motivated so that there is a decrease in productivity or work results every day.

When viewed from the results of the research based on the character of the employees who are more dominant working in the agency, are able to survive in any situation to study the situation and wait for the right time to be able to argue so that they can contribute to a better cause.

This research is in line with Riska Indah Nurmeilia al. et., (2020), the influence of employee perception of leadership style, work motivation, and work discipline on the performance of employees of the West Java High Prosecutor's Office, Hujaimatul Fauziah (2020), analysis of the influence of work motivation on employee performance at Plaza Foto in Bandar Lampung, Jus Samuel Sihotang (2020), the influence of motivation and work environment on employee performance at KPPN Bandar Lampung, Alvonso Fanisius Gorang al. et., (2022), Analysis of the Influence of Work Motivation, Work Discipline, Participatory Leadership, and Organizational Culture on the Performance of Alorriyet Resort Police Members Dedi Priyo Handoyo (2023) The Influence of Leadership, Work Motivation, on Employee Performance and Implications for Public Sector Entrepreneurship at the Batanghari District Attorney's Office.

The Effect of Work Environment on Employee Performance (H3)

The results of the partial study showed that variable X3 had a positive and significant effect on Y at the Prosecutor's Office in Díli, Timor-Leste. This is because the employees want a comfortable work environment to work and establish a harmonious relationship with people who are working in the same work environment, accompanied by adequate infrastructure, a good work environment will provide motivation.

However, this has not been seen in the Díli High Prosecutor's Office, Timor-Leste located in Colmera and Matadoru, lack of lighting, noise around the workplace, room decoration not in accordance with the wishes of employees, the layout of the workspace in the workplace is not well organized, the atmosphere of the workplace is not harmonious between leaders and subordinates.

When viewed from the results of the research based on the character of the employees who are more dominant working in the agency, the leader of the institution does not pay attention properly and correctly, the employees will continue to work because the employees who work in the place are more predominantly married, male and have a number of dependents between 1-5 people, but if it continues to be left unchecked, it will result in productivity and the quality of work results is not optimal.

This research is in line with Vicky Sanjaya¹ Wenny Desty Febrian² (2024), the title of the influence of work discipline, non-physical work environment and authoritarian leadership style on employee performance (case study on the Cardig International Group Employee Cooperative), Arief Rahman (2021), the influence of work environment and work discipline on employee performance at the Population and Civil Registration Office of Pandeglang Regency, Rina Loliyana (2020) the title of the influence of leadership style, work motivation, and work environment on the performance of employees of Pt. Asuransi Jiwasraya in Bandar Lampung.

The Influence of Leadership Style, Work Motivation and Work Environment on Employee Performance (H4)

The results of this study were obtained that simultaneously Variables X1, X2, and X3 had a positive and significant effect on Y.

If these three variables are observed simultaneously by the leaders of the agency, it will create extraordinary confidence and extraordinary work spirit for the employees. This can have an impact on work results if the nature of leaders who are willing to open themselves up to discuss ideas and ideas from employees, creating two-way communication can have an impact on better work results in the field. If the employee feels that his idea/idea is accepted by the leader, they will be happy with the existing work environment and motivated to perform all tasks correctly.

When viewed from the results of the research based on the character of the employees who are more dominant working in the agency, who already know the work environment well and have adopted the type of leadership style embraced by the most respected leaders. If the nature of the leader only forces employees to follow all the rules that are made and the rules are made only to improve the performance of the leader, then it can cause insecurity in the work environment and feel unmotivated because the employees will only work in an emphasis situation which will have an impact on the quality and quantity of services provided to the community.

This research is in line with Augina Magdalena Manampiring al. et., (2021), an analysis of the influence of participatory leadership style, work environment and work discipline on employee performance at Pt. Pegadaian Persero. Zainal Abidin¹, Karim Budiono² (2023) The Influence of Leadership Style, Work Discipline, Work Environment, and Work Motivation that Positively and Significantly Affect Employee Performance at Pt. Mitratani Dua Tujuh Jember.

VI. CONCLUSION AND RECOMMENDATION

Leadership Style has a positive and significant effect on Employee performance. This is because the employees want a Leadership Style that is capable of good and correct character and traits that are able to influence the work results of the employees. This research is in line with the research of Rina

Liliyana al. et., (2020), Hasyim (2022), Agus Purwanto (2020), Lintar Bias Pakarti (2021), Rizaldi Syahputra¹, Alini Gilang, S.H., M.M2 (2019).

Motivation has a positive and significant effect on employee performance, because if leaders pay close attention to the rights of employees properly and correctly, it will have an impact on work results both in quality and quantity. This research is in line with the research of Riska Indah Nurmeilia al. et., (2020), Hujaimatul Fauziah (2020), Jus Samuel Sihotang (2020), Alvonso Fanisius Gorang al. et., (2022), Dedi Priyo and Handoyo (2023).

The work environment has a positive and significant effect on employee performance. If the workplace is equipped with work tools that are in accordance with the agency's objectives, as well as the synergy created by the agency's leaders and the establishment of two-way communication both between leaders and fellow colleagues, it can arouse the enthusiasm that exists in employees to contribute equally to achieving the agency's goals. This research is in line with Vicky Sanjaya¹ Wenny.

Leadership Style, Work Motivation, and Work Environment Variables, simultaneously have a positive and significant effect on employee performance, because the workload received and done by human resources in handling cases exceeds the workload received, it requires the character of a leader who is more focused in every matter and knows how to manage the existing resources properly and correctly so that employees are happy with the work environment and motivated to work better and improve every day. This research is in line with Augina Magdalena Manampiring al. et., (2021) and Zainal Abidin¹, Karim Budiono² (2023).

A. Recommendation

Based on the results of this study, the following suggestions or inputs are concluded:

For the Leadership at the Timor-Leste High Prosecutor's Office

Current and future leaders apply democratic and supportive leadership styles, where both leadership styles are theoretically and based on previous research can arouse the work spirit in employees;

The application of the type of authoritarian leadership style is recommended to be implemented in every component such as the Prosecutor, Registrar and Administrative Employees if they have violated the code of ethics so that it has an impact on the criminal process;

A leader must provide clear directions and policies, clarify the responsibilities of each team member, be responsible for the results he achieves, both good and bad results;

Leaders must pay attention to and properly implement the rights of employees as stated in government regulation n.º 7/2022, dated May 19, concerning Estatuto do Ministério Público, which regulates the rights and obligations of prosecutors and administrative employees in the prosecutor's office, as well as government regulation n.o 19/2012 dated April 25, concerning Estatuto Oficial da

Justiça, the purpose of which is to motivate employees to increase productivity and quality work in accordance with the agency's objectives;

The head of the institution at the Timor-Leste Prosecutor's Office to pay close attention to the physical and non-physical work environment so that employees feel happy and safe at work;

Coordinating with the Minister of Justice in terms of recruiting human resources - human resources, with the category of Prosecutor every year;

Creating modern work equipment, so that it is easy to do work and control all work properly and correctly.

Timor-Leste Prosecutor's Office Officer

For prosecutor's office employees (Prosecutors, Clerks, Administrative employees), in carrying out a job, an employee is required to be able to complete the tasks received in a timely manner and in accordance with the laws and directions of the leadership without violating it, and must be more initiative and responsible in completing the work well, so as to improve the quality of self-work and the quality of decision-making in each job or assignments received.

Next Researcher

The limitation of this study is that the research time is relatively short and there are still few variables tested due to the limitations of the research. For the next researcher, it is expected to study other variables that may affect employee performance, as well as add to the study both in focus and locus so that the results of the next research are expected to be much better than this research.

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