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## The Influence of Motivation, Leadership Style and Work Environment on Employee Performance Through Discipline in the Merangin Regency Fire and Rescue Service Command Headquarters Officer Unit

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**Abstract:** The objective of this research is to obtain an overview and describe the motivation, leadership style, work environment, discipline, and performance of employees; as well as to identify and analyze the direct and indirect effects of motivation, leadership style, and work environment on the discipline and performance of employees at the Fire and Rescue Department. The population in this study consists of 76 staff members of the Command Headquarters of the Fire and Rescue Department in Merangin Regency, based on conditions in 2024. Partial Least Square (PLS) data analysis and a survey method are used in this quantitative study. The validity and reliability of the outer model were examined prior to the study. Then, R-Square (coefficient of determination) and F-Square ( $f^2$  effect size) were used to test the inner model. The study's findings indicate that, both directly and indirectly through work discipline, leadership style and work environment have a favorable and significant impact on employees' performance at the Fire and Rescue Department's Command Headquarters in Merangin Regency. It has been discovered that motivation has little bearing on worker performance, either directly or indirectly, through work discipline.

**Keyword:** Motivation, Leadership Style, Work Environment, Discipline & Performance.

### INTRODUCTION

The Fire and Rescue Department is an implementing element of Government Affairs in the fields of Public Order and Community Protection, specifically in the sub-affair of Firefighting. It is led by the Head of the Department, who is positioned under and accountable to the Regent through the Regional Secretary.

As a government organization that interacts with the public, the Fire and Rescue Department must have human resources (HR) with a high work ethic to achieve the organization's goals. HR is a crucial factor because it plays a vital role in the success and sustainability of the organization. HR not only performs daily tasks but also contributes strategically to the long-term growth and development of the organization.

Having human resources with optimal performance in an organization is key to long-term success. This not only ensures high operational efficiency but also supports innovation, growth, and the satisfaction of all stakeholders. According to Sutrisno (2020), performance is the result that an individual or group within an organization can attain in line with their respective authority and responsibility in an effort to accomplish the organization's goals in a way that is permissible from a moral and ethical standpoint, as well as legally and compliant with the law.

To improve employee performance and achieve all work programs at the Command Headquarters of the Fire and Rescue Department in Merangin Regency, high motivation from employees is required. Motivation plays a crucial role in influencing an individual's performance. When someone feels motivated, they tend to work harder, stay more focused, and be more enthusiastic about achieving their goals.

Robbins contends—quoted in Kamroellah (2014)—that motivation is the will to act, which establishes one's capacity to take action in order to meet personal needs. According to Purnomo's (2017) research, employee performance is significantly impacted by motivation. This is consistent with research by Lusri (2017), who found that employee performance is positively impacted by motivation. Consequently, it is certain that a rise in motivation will result in an improvement in worker performance. However, Meidizar's (2016) research indicates that workers are consistently motivated or encouraged to complete their jobs. The company's objectives are indirectly achieved as a result of this motivation to work.

A leader's style of leadership in managing the business is another aspect that can affect worker performance in addition to motivation. According to Hersey and Blanchard, a leader's style is defined as the consistent behavioral patterns they employ—as seen by the people they work with—when guiding others. One of the most crucial elements in an organization's success is its leadership style (Adamy, 2016).

A leader is a key factor in the success of an organization. Leadership abilities that do not meet minimum standards are a primary factor that can hinder the achievement of organizational goals. The presence of a leader becomes crucial as new demands arise due to changing times. A leader must have the ability to formulate the necessary policies for running an organization.

The work environment at the Fire and Rescue Department is a significant component that influences performance in addition to motivation and leadership style. This is the argument made by Estiana et al. (2023) in their research, suggesting that a happy work atmosphere also contributes to great performance. Employees will feel at ease at work, participate in events, and make efficient use of their time if they appreciate their work environment. On the other hand, poor working conditions might lead to lower productivity.

Not only does performance directly influence, but it is also indirectly influenced by work discipline through motivation (Hasbiyadi et al., 2021; Ismail et al., 2023; Suryani et al., 2023; and Jufrizen et al., 2021), leadership style (Susanty and Baskoro, 2012; Hasbiyadi et al., 2021; Warsindah et al., 2021; Setiadi et al., 2017; and Syafa'ah, 2022), and work environment (Suryani et al., 2023).

The capacity and willingness to follow guidelines and norms when performing one's duties as a means of holding oneself accountable for one's work is discipline. Maintaining discipline is essential to initiatives to raise worker performance. According to Septiasari

(2017), discipline has a direct impact on performance. The results of this study also support the findings of Pangarso and Susanti (2016), who discovered that discipline has a significant and positive influence on employee performance, as well as the findings of Simanjuntak and Hamali (2016), who found a significant relationship between work discipline and employee performance. The present study's outcomes corroborate the research conducted by Pangarso and Susanti (2016), who observed a noteworthy and favorable impact of discipline on employee performance. Additionally, Simanjuntak and Hamali (2016) also found a noteworthy correlation between work discipline and employee performance.

Considering the importance of implementing discipline to improve employee performance, it is imperative for leaders to set a good example for their employees, as a reflection for their subordinates to behave with discipline in achieving maximum work results.

## METHOD

- **Research Object and Variables.** The Task Force Unit of the Merangin Regency Fire and Rescue Department's Command Headquarters is the subject of this study. The main goal of this study is to examine how employee performance is impacted by motivation, leadership style, and work environment through the Discipline of the Task Force Unit at the Fire and Rescue Department's Command Headquarters in Merangin Regency. Employee performance (Z) at the Fire and Rescue Department's Command Headquarters in Merangin Regency is the dependent variable in this study, while the mediating variable is discipline (Y). The independent variables in this study are motivation ( $X_1$ ), leadership style ( $X_2$ ), and work environment ( $X_3$ ).
- **Data Collection Techniques.** This study's data collection strategy makes use of a survey method using a questionnaire. In this study, the respondents, who make up the study sample, complete the questionnaire, which acts as the research instrument used to collect primary data. The research questionnaire is constructed using statements arranged using a Likert scale, which is formed in accordance with the research indicators derived from the creation of literature review results.
- **Population and Sample.** The population in this study is the Task Force Unit (Satgas) employees of the Command Headquarters (Mako) of the Fire and Rescue Department in Merangin Regency, totaling 76 individuals as of the year 2024. According to Arikunto (2013), if the subject is less than 100, then the sampling technique used is saturated sampling, meaning the entire population becomes the research sample, consisting of 76 employees.
- **Analysis and Data Analysis Tools.** SmartPLS 3.0 or Partial Least Square software were utilized to process the data, and frequency distribution analysis was employed to calculate average values. In this study, the partial least square (PLS) data analysis approach was used. A type of SEM known as partial least squares, or PLS for short, depends on formative components. Because partial least squares (PLS) can be used on any kind of data scale, need less presumptions, and don't require a big sample size, they're an extremely effective analytic method. PLS can be used to validate theories in addition to explaining the existence or lack of correlations between latent variables (prediction). Validity and reliability tests were used to conduct an outer model test prior to analysis. Additionally, using the R-Square (Coefficient of Determination), F-Square, and ( $f^2$  effect size) tests, an Inner Model test was carried out (Ghozali & Latan, 2015).

## RESULTS AND DISCUSSION

### Description of Respondent Characteristics.

The demographic profile of employees in the Task Force Unit of the Command Headquarters of the Fire and Rescue Department in Merangin Regency is depicted through the characteristics in Table 1 as follows:

Table 1. Respondent Characteristics

No	Respondent Characteristics	Quantity	Percentage (%)
1	<b>Gender</b>		
	Man	73	96,05
	Woman	3	3,95
2	<b>Age Group</b>		
	≤ 40 Years Old	56	73,68
	41 - 50 Years Old	20	26,32
3	<b>Education</b>		
	High School	48	63,16
	Associate Degree	12	15,79
	Bachelor's Degree	16	21,05

Source: Primary Data Analysis, 2024

### Description of Research Variables

Descriptive analysis is conducted to depict the conditions regarding motivation, leadership style, work environment, work discipline, and performance of the Task Force Unit at the Command Headquarters of the Fire and Rescue Department in Merangin Regency using a Likert scale. This scale is designed to assess the extent to which subjects agree or disagree with the statements presented. Descriptive analysis is used by constructing frequency distribution tables to determine whether the levels of variable scores fall into categories: very good, good, fair, poor, very poor.

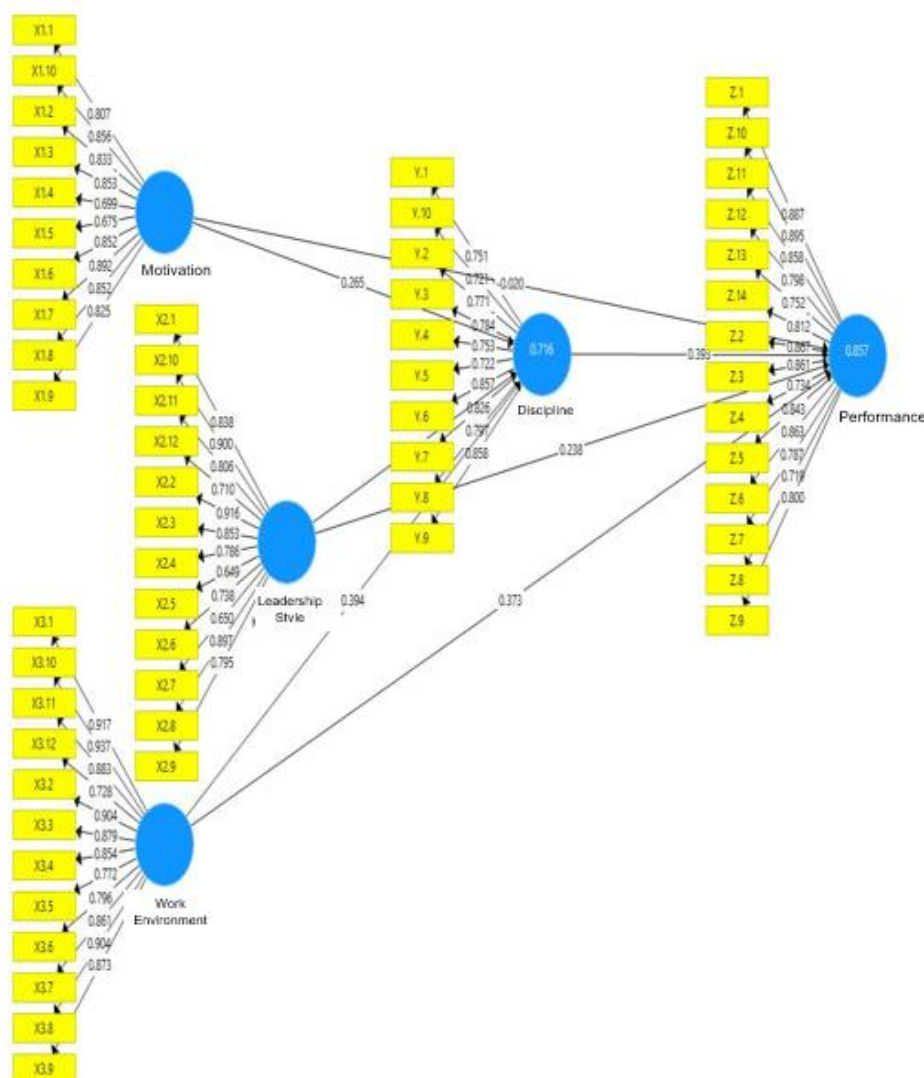
Table 2. Description of Research Variables

No	Variable	Item	Score	Scale Range	Information
1	Motivation	10	3.158	2.584 – 3.191	High
2	Leadership Style	12	3.647	3.100,8 – 3.830,3	Good
3	Work Environment	12	3.661	3.100,8 – 3.830,3	Good
4	Work Discipline	10	3.110	2.584 – 3.191	High
5	Performance	14	4.343	3.617,6 – 4.468,7	High

Source: Primary Data Analysis, 2024

### Measurement Model Evaluation (Outer Model)

The measurement model evaluation is conducted using three tests, aimed at determining the contribution of items built to measure its latent variables. The first analysis is convergent validity, which functions to assess the relationship of each item to its latent variable. The second analysis is discriminant validity, aimed at testing reflective items against their latent variables by examining the accuracy of the research model. The third test is composite reliability, aimed at determining the reliability of research items in measuring their latent variables. The following figure displays the outcomes of the study's initial model computation, which was performed using the SmartPLS 3.0 software:



**Figure 1. Full Outer Model**

In general, indicators with outer loadings between 0.40 and 0.70 should be removed from the scale when doing so improves composite reliability and average variance extracted (AVE) values. In the interim, it is necessary to exclude from the build any indicators with extremely low outer loading values (less than 0.40) (Hair et al., 2014). Based on the data processing results as shown in Figure 1 above, there are no outer loading values below 0.70; all values for each indicator show values > 0.70, thus no re-estimation is necessary. This means that the indicators used contribute to building this research model. Additionally, looking at the discriminant validity, cross-loadings on each construct indicator are in accordance with the recommended value of 0.70. These results lead to the conclusion that the data has good discriminant validity.

Performing a composite reliability test is the third test at this point. According to Hair et al. (2014), composite reliability is the process of calculating the value that represents the degree of dependability of a measuring device. If a variable's loading value is greater than 0.70, then it is deemed dependable. Table 3 displays the composite reliability and Cronbach's Alpha values for each variable as follows:



**Table 3. Composite Reliability**

Variable	Composite Reliability	Cronbach Alpha	Information
X <sub>1</sub>	.952	.931	Reliable
X <sub>2</sub>	.955	.947	Reliable
X <sub>3</sub>	.972	.968	Reliable
Y	.941	.931	Reliable
Z	.967	.962	Reliable

Source: SmartPLS 3 Output, 2024.

Given that the composite reliability and Cronbach's alpha values in Table 3 above are all larger than 0.70, all of the variable values in that table can be considered reliable. This suggests that the research findings can be used to achieve optimal outcomes and that all contributing components can be considered reliable and trustworthy.

### Results of Structural Model Testing (Inner Model)

The analysis of the structural model aims to determine whether the research model built can be considered good at the test criteria level if it meets all its assumptions. The analysis of structural model testing is conducted using tests such as R-Square, Q Square, and F Square. The most important testing is the structural model, as it aims to answer the objectives and prove the hypotheses of the research model built.

#### a. R-Square

PLS begins by examining the R-Square for each dependent latent variable in the model. The R-Square estimation outcomes using SmartPLS 3.0 are displayed in the table below:

**Table 4. R-Square Values**

Variable	R-Square
Discipline (Y)	.716
Performance (Z)	.857

Source: SmartPLS 3 Output, 2024.

The findings of the R-square values for employee performance (85.7%) and employee discipline (71.6%) are displayed in the above table. This suggests that work environment, motivation, and leadership style all have a significant impact on discipline. Furthermore, it is considered that Work Environment, Motivation, and Leadership Style have a substantial impact on employee performance.

#### b. Q-Square

A model is deemed to have meaningful predictive value, according to Wiyono (2011), if the Q square value is greater than 0 ( $> 0$ ). The following formula is used to get the predictive relevance value:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R_1^2)(1 - R_2^2) \\
 Q^2 &= 1 - (1 - 0,716^2)(1 - 0,857^2) \\
 Q^2 &= 1 - (0,487)(0,265) \\
 Q^2 &= 1 - 0,129 \\
 Q^2 &= 0,871
 \end{aligned}$$

The study's Q2 calculation result is 0.871, which indicates that the model is deemed to have predictive relevance because it is more than 0 and falls into the strong group.

### c. Effect Size-F

The model's quality is evaluated using the f-square values, which display the effect size-F. F-square values of 0.02 to 0.35 can be used to determine the degree to which latent variable predictors have weak, moderate, or strong structural implications (Ghozali & Latan, 2015). To get the Effect size-F values, kindly refer to the table below:

Table 5. F-Square Values		
	Discipline (Y)	Performance (Z)
Motivation (X <sub>1</sub> )	.087	.001
Leadership Style (X <sub>2</sub> )	.056	.097
Work Environment (X <sub>3</sub> )	.103	.165
Discipline (Y)		.307

Source: SmartPLS 3 Output, 2024.

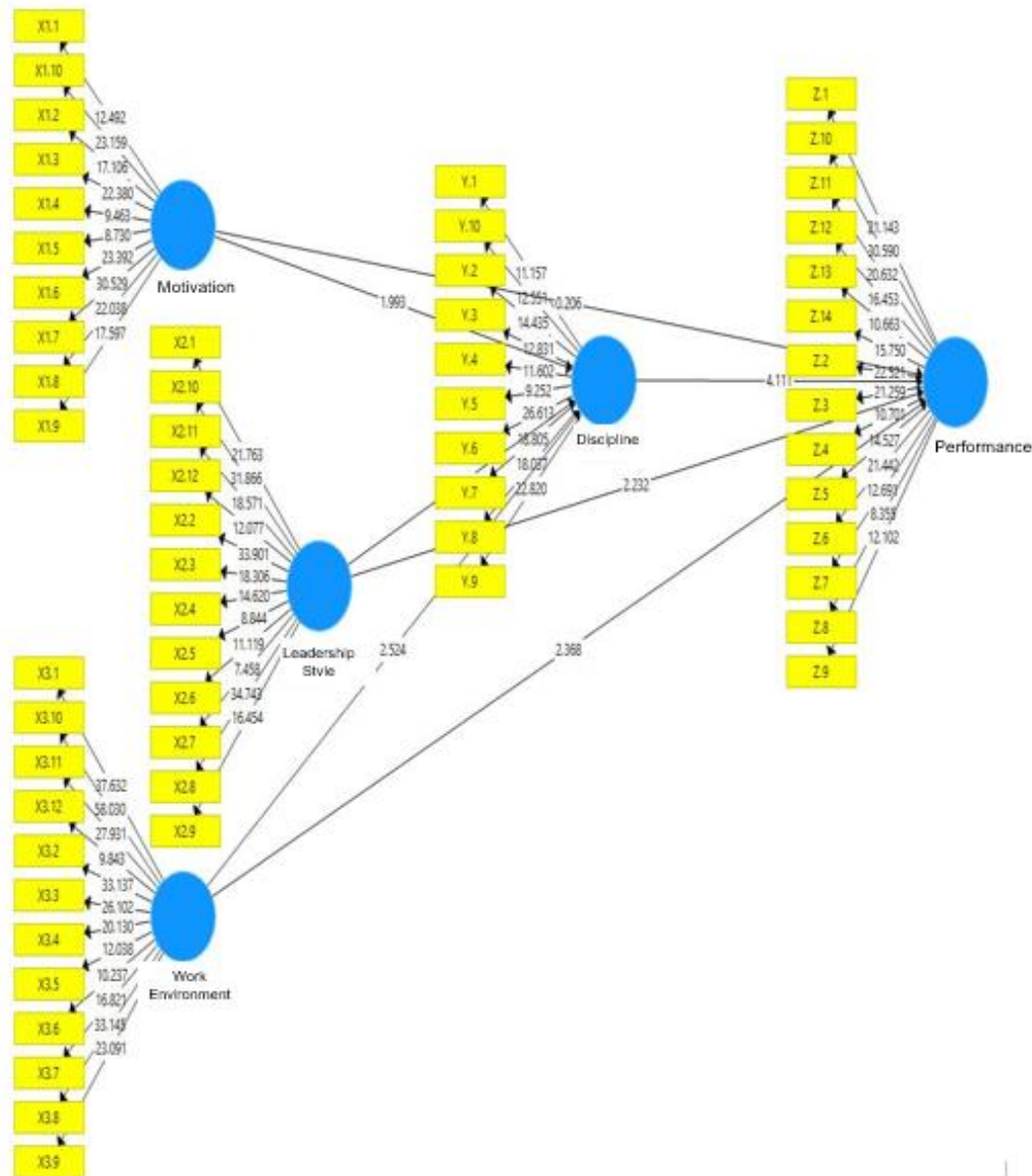
Based on the table, the effect size-F can be observed in the following explanations.

- The F-Square value for Motivation on Discipline is 0.087, indicating that the effect size-F on this variable relationship is categorized as moderate. The F-Square value for Motivation on Performance is 0.001, meaning the effect size-F does not show a significant relationship on this variable.
- The F-Square value for Leadership Style on Discipline is 0.056, indicating that the effect size-F on this variable relationship is categorized as moderate. The F-Square value for Leadership Style on Performance is 0.097, meaning the effect size-F on this variable relationship is also categorized as moderate.
- The F-Square value for Work Environment on Discipline is 0.103, indicating that the effect size-F on this variable relationship is categorized as moderate. The F-Square value for Work Environment on Performance is 0.103, meaning the effect size-F on this variable relationship is also categorized as moderate.
- The F-Square value for Discipline on Employee Performance is 0.307, indicating that the effect size-F on this variable relationship is categorized as moderate.

## Hypothesis Testing Results and Discussion

### Hypothesis Testing

The Inner Model (structural model) testing results using bootstrapping in SmartPLS 3.0 are the basis for the hypothesis testing results, which determine whether a hypothesis may be accepted or rejected by taking into account the significance values between constructs in terms of t-statistics and p-values. To gain an understanding of the overall impact of exogenous variables on endogenous variables, consult Figure 2's Result for Inner Weights:



**Figure 2. Bootstrapping Output in SmartPLS**

The numbers displayed in Figure 2 come from bootstrapping results. The general guideline for this research is for a two-sided hypothesis with a significance level of p-value of 0.05 (5%) and a positive beta coefficient, the t-statistic value must be greater than 1.96. Paying close attention to the bootstrapping results (Path Coefficient) displayed in the table below can help answer the hypothesis proposed in this research:

**Table 6. Result for Inner Weights**

Hypotheses	Variable	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Information
1	Motivasi (X <sub>1</sub> ) -> Disiplin (Y)	.265	1.993	.047	Accepted Hypotheses
2	Gaya Kepemimpinan (X <sub>2</sub> ) -> Disiplin (Y)	.248	2.140	.031	Accepted Hypotheses
3	Lingkungan Kerja (X <sub>3</sub> ) -> Disiplin (Y)	.394	2.524	.012	Accepted Hypotheses
4	Motivasi (X <sub>1</sub> ) -> Kinerja (Z)	-.020	.206	.837	Rejected



Hypotheses	Variable	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Information
					Hypotheses
5	Gaya Kepemimpinan (X <sub>2</sub> ) -> Kinerja (Z)	.238	2.232	.026	Accepted Hypotheses
6	Lingkungan Kerja (X <sub>3</sub> ) -> Kinerja (Z)	.373	2.368	.018	Accepted Hypotheses
7	Disiplin (Y) -> Kinerja (Z)	.393	4.111	.000	Accepted Hypotheses
8	Motivasi (X <sub>1</sub> ) -> Disiplin (Y) -> Kinerja Pegawai (Z)	.104	1.735	.083	Rejected Hypotheses
9	Gaya Kepemimpinan (X <sub>2</sub> ) -> Disiplin (Y) -> Kinerja Pegawai (Z)	.097	1.999	.046	Accepted Hypotheses
10	Lingkungan kerja (X <sub>3</sub> ) -> Disiplin (Y) -> Kinerja Pegawai (Z)	.155	2.124	.034	Accepted Hypotheses

Source: SmartPLS 3 Output, 2024.

From the theories previously presented, there are two hypotheses with P-Values > 0.05 (5%), which are found in hypotheses 4 and 8, meaning that these two hypotheses are rejected, while the other eight hypotheses are accepted. Further analysis regarding the hypothesis testing results in this study will be discussed in detail in the following section.

## Discussion

### The Influence of Motivation on Discipline

Motivation has a good and considerable impact on occupational discipline, according to the study's findings. According to a study by Ratnawati et al. (2022), discipline is positively and considerably impacted by motivation. This conclusion is consistent with their findings.

The influence of motivation on discipline occurs because employees receive appropriate salaries and adequate working facilities, they desire workplace safety and feel secure in performing their tasks. Employees also have respect for their leaders and support each other in their duties. Additionally, they maintain good relationships among themselves, and leaders provide incentives for achieving targets and praise those who perform well. Moreover, employees receive job promotions from leaders for their accomplishments. Therefore, motivation significantly influences employee discipline in the Fire and Rescue Department of Merangin District.

### The Influence of Leadership Style on Discipline

The results of the study demonstrate that leadership style has a positive and significant impact on job motivation. This finding is consistent with studies by Armawan (2019) and Nadeak et al. (2022) that found a favorable and substantial relationship between leadership style and work discipline in employees.

There are a number of reasons why leadership style affects discipline. When a leader makes judgments, they always consult with their subordinates, and these decisions are final. Additionally, the leader maintains harmonious relationships with employees, is capable of effectively motivating employees within the work environment, and communicates well with subordinates. The leader and subordinates have frequent communication, the leader consistently provides direct guidance to subordinates during work execution, discusses issues with subordinates, and supervises employees in carrying out assigned tasks. The leader also reprimands employees who do not take their duties seriously, acts according to established standards, and is able to control their emotions. As a result, the leadership style has a

significant impact on the discipline of employees at the Fire and Rescue Service of Merangin Regency.

### **The Influence of Work Environment on Discipline**

The study's conclusions show that the workplace has a significant influence on employee discipline. This outcome is consistent with the research by Herdiyanti et al. (2021), which shows that the workplace has a favorable and substantial influence on discipline.

The influence of the work environment on employee discipline is due to several factors. Employees have harmonious relationships with their colleagues, respect one another, and show high levels of care for each other. Additionally, employees feel comfortable working with adequate facilities and appropriate work areas. Maintaining cleanliness in the workspace makes employees feel at ease. There is also a sense of comfort with the workspace, including adequate lighting from sunlight and electricity. The presence of a prayer room, or mushola, facilitates workers' religious activities. The well-maintained work equipment that is provided helps employees accomplish their responsibilities. Additionally, the presence of security personnel—who also have the necessary security equipment—ensures workplace security. These elements combine to create a work environment that has a big impact on the discipline of the Merangin Regency Fire and Rescue Department staff.

### **The Influence of Motivation on Performance**

According to the study's findings, employee performance is not significantly impacted by the motivation variable. These results go counter to the notion put forth by Mangkunegara in Syarif et al. (2022), which holds that motivation is an energy state that propels workers toward accomplishing the company's organizational goals. Furthermore, these findings contradict research by Saputra et al. (2024) and Zahari et al. (2020), which indicates that employee performance is highly influenced by motivation. Nonetheless, the results align with the study conducted by Siahaan et al. (2019), which asserts that motivation does not exert a substantial direct influence on performance. In a similar vein, Marjaya & Pasaribu's 2019 study comes to the same conclusion: motivation has no direct impact on output.

There are a number of reasons why employee performance is not much impacted by motivation. First, the distribution of incentives for fire and non-fire incidents received by the firefighting and rescue unit staff fluctuates annually. Additionally, the timing of incentive distribution depends on budget disbursements, leading to a considerable time gap between the activities and the incentive payments. Furthermore, as of 2024, only ten employees have participated in the Firefighter II training program. The limited number of trained employees affects their ability to think critically and solve problems effectively, impacting overall performance. These factors contribute to the lack of significant influence of motivation on performance in the Fire and Rescue Department of Merangin Regency.

### **The Influence of Leadership Style on Performance**

The results of the study show that the leadership style variable has a favorable and significant impact on employee performance. This outcome is in line with a study by Nadeak et al. (2022) that demonstrated how much leadership style affects performance. Moreover, this result aligns with the research conducted by Zahari et al. (2020), which suggests that leadership style has a favorable and significant impact on employee performance.

There are multiple reasons why a leader's approach affects how well their team members perform. When making decisions, the leader always consults with subordinates, and their choices are final. The leader maintains a harmonious relationship with the employees, effectively motivates them in the work environment, and communicates well with subordinates. There is intensive communication between the leader and the subordinates. The

leader consistently provides direct guidance for task execution, discusses issues with subordinates, monitors and supervises employees in carrying out their duties, reprimands those who do not take their tasks seriously, acts according to established standards, and can control their emotions. Therefore, the leadership style has a significant influence that can improve the performance of employees at the Fire and Rescue Department of Merangin Regency.

### **The Influence of Work Environment on Performance**

The results of the study indicate that there is a strong correlation between employee performance and the work environment variable. This finding aligns with a research by Siahaan et al. (2019) which demonstrated a positive and significant correlation between leadership style and performance.

Because of the positive relationships among coworkers and their high regard for one another, the work environment has an impact on employee discipline. Employees also feel at ease working in settings that are appropriate for their jobs and with sufficient amenities. Maintaining cleanliness in the workplace makes employees feel at ease, and they perceive the workspace as comfortable. Adequate lighting, including sunlight and electricity, meets the needs of the workplace. The provision of a mosque facilitates employees in worship. Well-maintained work equipment assists employees in their tasks. Furthermore, the presence of security personnel ensures a safe working environment, and security personnel are equipped with safety gear. Therefore, the work environment significantly influences employee performance at the Fire and Rescue Department of Merangin District.

### **The influence of Discipline on Performance**

The results of the study indicate a significant relationship between the discipline variable and employee performance. This outcome is consistent with the study conducted by Ratnawati et al. (2022), which discovered that discipline has a favorable and significant impact on performance.

The influence of employee discipline on performance is due to employees always being punctual, staying at their workstations during working hours, being vigilant and careful in carrying out their tasks, maintaining and taking care of work equipment, taking responsibility for assigned tasks, performing duties according to their job descriptions and functions, adhering to work hours, understanding and adhering to all institutional regulations, completing tasks according to regulations and work standards, and exhibiting good behavior and attitude in their work.

### **The Influence of Motivation on Employee Performance Through Discipline**

The research results indicate that motivation does not significantly affect employee performance through employee discipline, or Discipline cannot significantly mediate the effect of work motivation on employee performance because the number of incentives for fire and non-fire incidents received by the Fire and Rescue Unit employees fluctuates every year and the implementation of incentives is adjusted to budget disbursement, causing a considerable time gap between activity implementation and incentive provision. Additionally, only 10 (ten) people attended the Firefighter II training until 2024, and the low number of employees participating in training can affect their way of thinking in completing tasks to achieve good performance within an organization. These factors are considered unable to improve employee performance through work discipline as an intermediary.

### **The influence of Leadership Style on Employee Performance Through Discipline**

The findings of the study show that, via discipline, leadership has a major and favorable impact on worker performance. Several elements are responsible for the influence of leadership on work discipline and employee performance: leaders always collaborate with subordinates in making decisions; decisions made by leaders are permanent; leaders foster harmonious relationships with employees; leaders effectively motivate employees in the workplace; leaders communicate well with subordinates; communication between leaders and subordinates is intentional; leaders provide direct guidance to subordinates for task implementation; leaders discuss issues with subordinates; leaders monitor employees in carrying out assigned tasks; leaders provide reprimands to employees who are not serious in performing their duties; leaders act in accordance with established standards; leaders can control their emotions. Therefore, leadership significantly influences employee performance through employee discipline at the Fire and Rescue Department of Merangin District.

### **The Influence of the Work Environment on Employee Performance Through Discipline**

The findings of the study show that, through discipline, the workplace has a major and favorable impact on worker performance. Coworker respect, a high degree of concern for one another, and harmonious relationships among employees are all factors that contribute to the work environment's influence on employee performance through discipline. Employees also feel at ease working in their respective fields and with suitable facilities. Keeping the workplace tidy contributes to the comfort and ease of employees. Enough lighting, from electricity and sunlight, satisfies the requirements of the workplace. The availability of mosque facilities facilitates employees' religious practices. Employee productivity is aided by well-maintained work equipment, and workplace security is guaranteed by the presence of security guards wearing protective gear. Therefore, the Fire and Rescue Department of Merangin District's work environment has a significant and positive impact on employee performance through employee discipline.

## **CONCLUSION**

The analysis and discussion in the preceding chapter allow for the following conclusions to be made:

1. Motivation significantly and positively influences employee discipline at the Fire and Rescue Department of Merangin Regency.
2. Leadership style significantly and positively influences employee discipline at the Fire and Rescue Department of Merangin Regency.
3. The Merangin Regency Fire and Rescue Department's work environment has a major and favorable impact on employee discipline.
4. At the Merangin Regency Fire and Rescue Department, personnel performance is not greatly impacted by motivation.
5. The Merangin Regency Fire and Rescue Department's workforce performance is greatly and favorably impacted by leadership style.
6. The Merangin Regency Fire and Rescue Department's work environment has a major and favorable impact on staff performance.
7. At the Merangin Regency Fire and Rescue Department, discipline has a major and good impact on worker performance.
8. At the Merangin Regency Fire and Rescue Department, employee discipline has little effect on motivation in terms of performance.
9. At the Merangin Regency Fire and Rescue Department, employee discipline has a major impact on leadership style and how well employees perform.

10. At the Merangin Regency Fire and Rescue Department, employee punishment has a major impact on the work atmosphere and how well employees perform.

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