

THE ROLE OF SERVING LEADERSHIP STYLE, OFFICE SETTING, AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT THE CENTER FOR PARLIAMENTARY ANALYSIS SECRETARIAT GENERAL OF THE DPR RI

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Abstract – The Center for Parliamentary Analysis of the Secretariat General of the Republic of Indonesia's House of Representatives has an important role in providing services to the Leaders and Members of the Republic of Indonesia's House of Representatives to support the performance of the Republic of Indonesia's House of Representatives. The performance of this service really depends on leadership style, office layout, and work motivation. Therefore, this research aims to analyze the influence of leadership style, office layout, and work motivation on employee performance. The research method uses quantitative research with multiple linear regression models. Data collection was obtained using a questionnaire method using a Linkert scale. The research results show that the servant leadership style has a positive and significant effect on employee performance. Meanwhile, office layout and work motivation do not significantly influence employee performance . .

Keywords: servant leadership style, office layout, work motivation, employee performance

I. INTRODUCTION

A very basic aspect of government administration is public services. According to Arianto (2018) service quality is focused on meeting needs and requirements, as well as timeliness to meet expectations. Human resource management is one of the most important management in the world of work, both in government and private companies. In this case, employees are human resources, which are the core of a company's operations. Kasmir (2019) interprets that performance is results work and behavior work achieved during fulfillment duties and responsibilities answer during period time certain . Therefore that , one worker must own high performance For fulfil demands work and achieve objective company . The role of a leader in influencing his subordinates is very important for the progress of the organization. According to Kumala & Agustina (2018) states that a leader can use various leadership styles to influence and motivate his subordinates to do work that is in accordance with the goals and vision of the organization or company. Leadership style is a collection of behaviors and strategies consisting of various philosophies, skills, traits and attitudes. In this case, leaders who work as ASN must be able to apply a servant leadership style *because* the main job of Civil Servants is related to service .

Apart from the Servant Leadership Style factor, in improving employee performance and achieving company goals, it is necessary to fulfill the need for a comfortable office layout. Pleasant office conditions definitely make employees feel better in carrying out their duties, avoid boredom, and support the quality of work that can be completed to achieve the Company's goals effectively and efficiently.

Oktavianti (2018) states that office space planning can be defined as determining space requirements and how that space is used specifically to create an arrangement of physical factors needed to carry out office work at a reasonable cost. Office layout is an important thing that must be considered in every company, both private and government. The benefits of managing office space according to Waruwu (2022) are to carry out flexible spatial planning which can be used to optimize the use of existing space, create a comfortable work environment for employees, ensure efficient work flow, increase employee productivity, and anticipate possible organizational developments.

Furthermore, according to Sunyoto (2018) if companies want to achieve optimal performance in accordance with the targets they have set, they must provide motivation to their employees to encourage them to continue working and use their abilities and skills to the maximum to achieve organizational goals. According to Afandi (2018) motivation is desire that arises from in self somebody or individual Because inspired , motivated , and driven For do something with sincere , happy heart , and really so that the result good and quality . Not easy For motivating employee , because needs , desires , and hopes every employee different . Therefore that , if management can identify and overcome factor motivation , organization will own ability For give performance optimally appropriate employees with established standards .

Relate with matter said , the Secretariat General of the DPR RI is secretariat from the State Institution, DPR RI, which owns it role important in give service to Leader as well as Members of the DPR RI use support performance of the DPR RI. Therefore That especially at the Analysis Center Parliament The Secretariat General of the DPR RI has job and function For support skills that can be used For help in determine policy to member of the DPR RI. Due to the Analysis Center Parliament The Secretary General of the DPR RI is agency government , so employees at the agency government as the core of service members of the DPR RI who must capable give service service in a way good and satisfying so that feel satisfied . Quality , capability and performance Good as element important that must be owned employee . Employee capable use up the time spent hours in the room office Already appropriately employee as officer service public need own awareness in face the changing times development and change that is quality oriented individual as perpetrator development in frame realizing a DPR that always exists responsive will need public . As manager main organization , leader must capable read opportunity and control the way progress organization For increase quality individual employee with push they For ready , willing , and able give donation , move go ahead , and work in accordance with objective organization . With apply Leadership Style Serving (Servant Leadership Style) as well giving adequate facilities to employee become proof that leader follow share in the process of success reach objective organization that is become respected leader as well as giving and doing procurement facility in accordance need employee in the room office that can create motivation Work them and play a role important increase ethos Work or performance employee .

There is a number of factor possible in influence matter the like style leadership serving (servant leadership style), spatial planning office , and motivation work at the Analysis Center Parliament Secretary General of the DPR RI during This done Still Not yet maximum Because Enough often exists replacement possible leadership each leader the Not yet apply style leadership serving (servant leadership style) as well Still there is arrangement items that are not in their place example documents its storage Still outside wardrobe that makes room felt Not yet neat as well as Lots goods supply scattered offices Because lack of place storage as well as layout arrangement room work yet regular , and also motivation Work from employees who have not stable .

Pay close attention problem in a way direct , condition like This Of course No can left Keep going happened , because of the Analysis Center Parliament The Secretariat General of the DPR RI is a working unit that has role important as well as responsible answer give service quality in matter give ingredients useful research to Member of the DPR RI for taking policy . If left alone Keep going happen will resulting in its decline to performance employee For Work in a way maximum in the office . Problem in matter This that is Not yet optimally style leadership serving (servant leadership style), spatial planning office , and motivation work at the Analysis Center Parliament The Secretary General of the DPR RI shown with observation direct need repaired For optimize performance employee with goal for leaders in the Analysis Center Parliament own good standard in do service , employees feel comfortable work , and have Spirit maximum work so that produce good performance for better service maximum .

In research This he assume that Leadership Style variable Serve (*Servant Leadership Style*) (X1), spatial layout office (X2), and motivation work (X3) has an effect positive signifikan to performance employee (Y). Also assumed is the Leadership Style variable Serving (Servant Leadership Style) (X1), spatial layout office (X2), and motivation work (X3) has an effect in a way Partial to performance employee (Y).

II. METHODS

Research design This is Hypothesis Testing with approach quantitative . Types of Hypothesis Testing Research are purposeful research For explain because consequence happen something event and why thereby between two variables or more . According to Purwanto and Dyah (2017), the incident occurred reason called variable independent , whereas the impact that occurs consequence something incident called variable dependent .

As for inside study This population used is Apparatus State Civil Service (ASN) at the Analysis Center Parliament Secretariat General of the DPR RI whose address is Jalan Jend . Gatot Subroto Number 1 Central Jakarta as many as 40 people .

In research This method multiple linear analysis used For know how much big influence variable free , that is style leadership serving , room layout office , and motivation Work to variable dependent that is performance employee

III. RESULTS AND DISCUSSION

Research Data Analysis

The classical assumption test is used to obtain good and efficient regression results, which comply with the *Best Linear Unbiased Estimator* (BLUE) criteria. The relationship between servant leadership style, office layout and work motivation on performance with descriptive statistical research data is given in Table 1.

Table 1. Descriptive Statistics Study

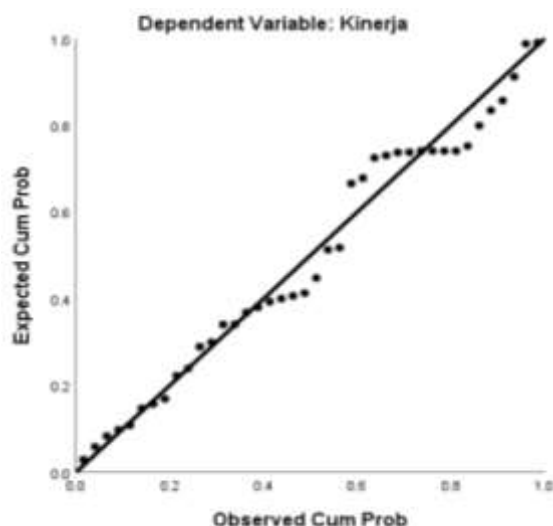
Variable	N	Minimum	Maximum	Mean	Std. Deviation
Leadership Style Serve	40	3.14	5	4,404	0.500
Office Layout	40	2.5	5	4,075	0.636
Motivation Work	40	2.6	5	4,055	0.647
Performance	40	3	5	4,305	0.538
Valid N (listwise)	40				

Source: author, processed 2024

Normality test

Normality test to determine whether the data population is normally distributed or not. If the data is normally distributed, then parametric statistical tests can be used. Meanwhile, if the data is not normally distributed, nonparametric statistical tests are used. The results of the normality test are given in Figure 1

Figure 1. PP Plot Normality Test



Source: author, processed 2024

The normality test results based on Figure 1 show that:

1. The data spreads around or approaches the diagonal line and follows the direction of the diagonal line, then the regression model meets the normality assumption;
2. The probability value $Asymp.Sig.(2-tailed) = 0.2 > 0.05$, then the regression model meets the normality assumption.

Multicollinearity Test

The multicollinearity test aims to determine whether or not one or more independent variables have a relationship with other independent variables. The results of the multicollinearity test are given in Table 2.

Table 2. Multicollinearity Test

Variable	Collinearity Statistics	
	Tolerance	VIF
Leadership Style Serve	0.597	1,674
Office Layout	0.653	1,530
Motivation Work	0.553	1,807

Source: author, processed 2024

The results of the multicollinearity test based on Table 2 show that all independent variable values have a tolerance value of no less than 0.1 and a VIF of no more than 10, so the regression model can be said to be free from multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test is to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. A good regression is one that does not contain symptoms of heteroscedasticity or in other words has homogeneous variance. Heterodaxity test results are given in Table 3.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Leadership Style Serve	0.369	0.172	,343	1,848	.073
Office Layout	-.031	,150	-.037	-.208	,837
Motivation Work	.203	,160	,245	1,267	,213

Table 3. Heterodaxity Test With Glacier

Source: author, processed 2024

The results of the heterodaxity test based on Figure 4.2 and Table 4.30 show that:

1. The points spread irregularly and are spread both above and below the number 0 (zero) on the Y axis, so the regression can be said to be free from heterodaxity.
2. The significance value of all variables is greater than 0.05, so the regression can be said to be free from heterodaxity.

Autocorrelation Test

The Autocorrelation Test aims to test whether in the linear regression model there is a correlation between confounding errors in period t and confounding errors in period t-1 (previously). Autocorrelation test results are given in Table 4.

Table 4 Autocorrelation Test With Durbin Watson

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.508 ^a	.258	.196	.48225	1.319

Source: author, processed 2024

The results of Table 4 show that the Durbin Watson value is 1.319 and Table 4.32 shows a significance value = 0.078, so:

1. $DL < DW < 4 - DU$, $1.149 < DW = 1.319 < 4 - 1.456 = 2.544$
2. Significance Value of Runs Test = $0.078 > 0.05$

Thus, the regression model is free from autocorrelation.

Analysis of the Coefficient of Determination

The coefficient of determination is symbolized "R²", the coefficient of determination to measure how much the model's ability to explain variations in the dependent variable. The coefficient of determination measures the percentage influence of all independent variables in the regression model on the dependent variable. The results of the coefficient of determination test are given in Table 5.

Table 5. Coefficient Test Determination

R	R Square	Adjusted R Square	Std. Error of the Estimate
.508 ^a	.258	.196	.48225

Source: author, processed 2024

The R square results from Table 5 show that the variables Service Leadership Style, Office Layout, and Work Motivation represent a relationship influence on Performance of 0.986 or 98.6% and the remaining 1.4% is influenced by other variables which actually influence Performance but are not included into the research model.

t test

The t test is used to determine whether there is a significant influence of each independent variable or not on the dependent variable in each variable. The results of the t test in the research are given in Table 6.

Table 6. T test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	Leadership Style Serve	0.369	0.172		
Office Layout	-.031	,150	-.037	-.208	,837
Motivation Work	.203	,160	,245	1,267	,213

Source: author, processed 2024

The test results in Table 6 show that:

1 Leadership Style has a value $t_{hitung} = 4,124 > t_{tabel} = 2,0281$ and significance value = $0.000 < 0.05$, so Leadership Style has a positive and significant effect on Performance.

2 Office Spatial Layout has a value $t_{hitung} = 0,388 < t_{tabel} = 2,0281$ and significance value = $0.700 > 0.05$, so Office Spatial Layout does not have a significant effect on performance.

3 Work Motivation has a value $t_{hitung} = 1,274 < t_{tabel} = 2,0281$ and significance value = $0.211 > 0.05$, so Work Motivation does not have a significant effect on performance.

Model Feasibility Test (F Test)

The F test is used to test the feasibility of the research model, in this case the regression model, whether the regression model can be used to analyze whether the independent variables and dependent variables have significance. The F test results are given in Table 7.

Table 7 F Test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2,907	3	,969	4,166	.012 ^b
Residual	8,372	36	,233		
Total	11,279	39			

a. Dependent Variable: Performance

b. Predictors: (Constant), Motivation , Spatial Planning, Leadership Style

Source: author, processed 2024

The F test results in Table 7 show that the significant value of the F test = 0.000 < 0.05, so the variables of leadership style, office layout, and work motivation as well as performance variables have significance so they are suitable for use.

IV. CONCLUSION

As a result of the research and discussion carried out by the researcher, the researcher can obtain several conclusions, namely:

1. The servant leadership style has a positive and significant effect on employee performance.
2. Office layout has no significant effect on employee performance. This is caused by work environmental factors at the Parliamentary Analysis Center. Employees at the Parliamentary Analysis Center work is not limited to the work space, because the employees carry out research in the field, Focus Group Discussions (FGD) both in the office and outside the office, and provide assistance to the Council Equipment Equipment (AKD).
3. Work motivation has no significant effect on employee performance. This means that employees have credit score obligations that must be fulfilled and employee performance must be linear with organizational targets.

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