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The Effect of Leadership, Work Environment and Discipline on ASN Performance with Work Motivation as an Intervening Variable in the Regional Secretariat of Padang Pariaman District

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This study aims to analyze the effect of leadership style, work environment, and work discipline on the performance of State Civil Apparatus (ASN) with work motivation as an intervening variable at the Regional Secretariat of Padang Pariaman Regency. This research was motivated by suboptimal organizational performance achievements, relatively high levels of disciplinary violations, and working conditions that do not fully support ASN productivity. This study employed a quantitative approach using a survey method involving 73 ASN employees. The data were analyzed using Structural Equation Modeling (SEM) with the Partial Least Square (PLS) approach to examine both direct and indirect relationships among variables. The independent variables were leadership style, work environment, and work discipline; work motivation was positioned as the intervening variable; and ASN performance was the dependent variable. The results show that leadership style, work environment, and work discipline have a significant effect on work motivation. However, leadership style does not have a significant direct effect on ASN performance, while work environment and work discipline have a positive and significant effect on performance. Work motivation also does not have a significant effect on performance and is unable to mediate the relationship between leadership style, work environment, and work discipline and ASN performance. These findings indicate that ASN performance is more strongly influenced by work discipline and work environment rather than by work motivation as an intervening variable.
Keywords: Leadership, Work Environment, Work Discipline, Work Motivation, ASN Performance

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1. Introduction

The performance of State Civil Apparatus (ASN) is a fundamental factor determining the effectiveness and efficiency of government duties and the provision of quality public services. Optimal ASN performance reflects bureaucratic professionalism, as well as responsiveness and accountability in carrying out government functions (Hasibuan, 2019). However, ASN performance does not stand alone but is influenced by various internal and external factors that interact in a complex manner, including motivation, discipline, leadership, work environment, and organizational policies (Sufyan, 2025; Hidayat, 2024).

One factor that plays a crucial role in improving civil servant performance is leadership quality. Effective leadership serves as a guide, a source of motivation, and provides ongoing oversight, thereby shaping productive work behaviors oriented toward achieving organizational goals (Robbins & Coulter, 2018). Empirical studies show that transformational and transactional leadership styles can improve employee commitment, discipline, and performance, including civil servants (Smith, 2021; Putra & Wulandari, 2023). Therefore, strengthening leadership quality is a strategic priority in enhancing civil servant professionalism and performance. Research at the Waropen Regency Regional Secretariat even confirmed that strengthening leadership capacity has a significant positive impact on civil servant performance (PAJAMKEU, 2025).

Furthermore, the work environment also plays a crucial role in supporting civil servant performance. A conducive work environment, encompassing physical aspects such as facilities and comfort, as well as psychological aspects such as employee relationships and organizational climate, can increase job satisfaction and motivation, which positively impact productivity (Luthans, 2015; Rahmatia, 2022). Research at the Bandung Center for Standardization and Metal and Machinery Industry Services found that the work environment and job satisfaction together contribute 54.5% to civil servant performance (UNPAD, 2023). Conversely, an unsupportive work environment can lead to work stress, decrease motivation, and increase absenteeism, which negatively impact the quality of public services (Spector, 2020; Palembang City Social Service, 2023).

Work discipline is a crucial element reflecting employee compliance with organizational rules and procedures. Low levels of discipline can lead to irregular task execution and a decline in the overall quality of work results and public services (Robbins, 2017; Hidayat, 2024). Research at the Palembang City Social Services Office and the Ministry of Religious Affairs Office shows that work discipline significantly influences civil servant performance, both directly and through the mediation of work motivation (Sufyan, 2025; Palembang, 2023).

Work motivation acts as an intervening variable that mediates the influence of leadership, work environment, and discipline on civil servant performance. Motivated civil servants have high work energy and strong commitment, which directly improves individual and organizational productivity (Deci & Ryan, 1985; Armstrong, 2016; Rahmawati, 2025). A correlational study at the Medan City Human Resources Development and Personnel Agency revealed that intrinsic and extrinsic motivation contribute significantly to driving civil servant performance (UNJA, 2025).

Currently, the Regional Secretariat of Padang Pariaman Regency employs 73 civil servants, consisting of Civil Servants (PNS) and Government Employees with Work Agreements (PPPK). Based on Padang Pariaman Regent Regulation No. 22 of 2022, the Regional Secretariat, led by the Regional Secretary and directly responsible to the Regent, plays a strategic role in coordinating the implementation of Regional Government policies and administration. However, the physical condition of the Regional Secretariat's work environment still shows significant deficiencies. Supporting facilities such as dirty and poorly maintained toilets and ablution areas cause discomfort during daily activities. High room temperatures due to air conditioning failure, attic leaks that damage work facilities, and inadequate lighting due to many outages also create a non-conducive work environment. Furthermore, the lack of supporting work facilities such as laptops and PCs is inadequate, forcing civil servants to use their own personal laptops. This condition has the potential to reduce the focus and productivity of civil servants, resulting in suboptimal performance at the Regional Secretariat.

Padang Pariaman Regency has implemented the Civil Servant Performance Information System (SIKAP) application. This GPS- and biometric-based application accurately and transparently records employee attendance and is integrated with the Employee Income Supplement (TPP) system as a discipline incentive. However, awareness of discipline among civil servants remains uneven, and technological limitations require ongoing guidance and supervision from management to ensure SIKAP functions optimally.

The discipline of ASN of the Padang Pariaman Regency Regional Secretariat for the period January 2024 to December 2025 with a total of 73 employees, shows that ASN disciplinary violations are still relatively high and tend to increase. The number of ASN who are late to work is in the range of 12–37 people, or around 16%–51% of the total ASN, while ASN who are absent from work ranges from 16–42 people, or around 22%–58%. Disciplinary violations are dominated by late attendance, which indicates that some ASN have not fully complied with the provisions of working hours and attendance, although the level of absence is relatively lower in certain periods due to administrative sanctions.

Fluctuations in tardiness and absenteeism rates over several months indicate that disciplinary control efforts by leadership have not been implemented consistently and sustainably. The increasing percentage of disciplinary violations, particularly by the end of 2025, which reached more than 50% of the total civil servants, has the potential to impact civil servant performance and the effectiveness of public services. This situation demonstrates the importance of leadership and a conducive work environment, as well as strengthening work motivation as intervening variables in efforts to improve civil servant discipline and performance at the Padang Pariaman Regency Regional Secretariat.

Performance accountability is an important instrument in assessing the performance of regional apparatus, including the Regional Secretariat, as a staff element that has a strategic function in coordination, policy formulation, and facilitation of regional government administration. Through the performance accountability system, the Regional Secretariat is required to ensure that the implementation of programs and activities under its responsibility directly contribute to the achievement of regional government strategic goals as stipulated in the Performance Agreement document and reported through the Padang Pariaman Regency Government Agency Performance Report (LAKIP) for 2024. Based on the document, there are 14 (fourteen) strategic goals measured through 22 (twenty-two) Key Performance Indicators (IKU), where the Regional Secretariat is responsible for 4 (four) strategic goals.

The dominance of unachieved strategic targets reflects a gap between planning and performance achievement, and also indicates the suboptimal role of the Regional Secretariat in carrying out its functions of coordination, control, and evaluation of ASN performance. Although there are a small number of targets that show positive achievements, the proportion of unachieved targets still emphasizes the need for serious attention to improving ASN performance, particularly through strengthening leadership, creating a conducive work environment, enforcing work discipline, and increasing ASN work motivation as important factors in supporting the achievement of the performance of the Padang Pariaman Regency Regional Secretariat.

In February 2025, the Regent's leadership changed with the inauguration of Mr. John Kenedy Azis, a strategic momentum expected to drive renewal and improve the performance of civil servants within the regional government. This new leadership placed a strong focus on enhancing discipline, professionalism, and motivation as keys to improving the quality of public services and accelerating regional development.

Previous studies have shown that leadership, work environment, discipline, and work motivation have a significant influence on the performance of State Civil Apparatus (ASN). Research by Arif and Saluy (2020) revealed that work discipline, motivation, and leadership had a significant influence of 59% on ASN performance at the Public Works, Highways, and Spatial Planning Agency of South Sumatra Province, confirming that these three factors are interrelated and together improve employee performance. Furthermore, research at the Medan City Personnel and Human Resources Development Agency (2025) showed that intrinsic and extrinsic motivation as well as productivity contribute significantly to ASN performance, with intrinsic motivation having the greatest influence (Rahmawati, 2025).

A qualitative study at the Tanah Bumbu Regency Regional Secretariat (2025) showed that ASN performance was quite good in terms of quality, quantity, and responsibility, but was still hampered by a lack of facilities and infrastructure and suboptimal internal coordination. Martinus S. Sare (2025) added that leadership, work environment, and communication significantly influenced ASN performance and discipline, where work discipline had a significant impact on employee performance.

Research by Nurida et al. (2023) demonstrated that work discipline, work environment, and motivation simultaneously had a significant positive influence on civil servant performance at the North Sulawesi Investment and One-Stop Integrated Services Office. Similarly, Manik (2023) found that employee discipline awareness and loyalty were the primary factors influencing civil servant performance at the Serdang Bedagai Regency Regional Secretariat.

Research at the Makassar Regional Human Resources Development Agency (PPSDM) Office of the Ministry of Home Affairs (2024) concluded that leadership style and work motivation positively influence employee performance, with work culture acting as an intervening variable, further strengthening this relationship. Furthermore, research at the Mamasa Regency Agriculture Office (2022) confirmed that leadership and work motivation are key drivers of improved civil servant performance.

Rahmi (2023) conducted research at the Aceh Singkil Regency Regional Secretariat and found that training and work discipline had a significant positive effect on ASN motivation and performance, with motivation serving as an intervening variable that strengthened the influence of both variables. Finally, a study at the Balangan Regency Regional Secretariat (2025) stated that ASN performance was quite good, but was still affected by limited facilities and infrastructure and a lack of employee awareness, so improvements in training and supervision policies were needed.

2. Method

Structural Equation Modeling (SEM) Analysis

This study used the Structural Equation Modeling (SEM) analysis tool using the SmartPLS program. SmartPLS is a component-based approach for testing structural equation models, commonly called SEM. SmartPLS is based on the idea of having two iterative procedures that use least squares estimation for single and multi-component models. By applying these procedures, this algorithm aims to minimize the variance of all dependent variables, therefore the cause and direction between all variables need to be clearly defined. SmartPLS is divided into measurement models and structural models. SmartPLS is a powerful method because it is not based on many assumptions. Data does not have to be multivariate normal distribution (indicators with categorical, ordinal, interval, and ratio scales can be used in the same model). SmartPLS is also more efficient with algorithmic calculations that are capable of estimating larger and more complex models with hundreds of latent variables and thousands of indicators.(Sukmawati, 2023).

Measurement Model Test (Outer Model)

In data analysis techniques using SmartPLS, there are three criteria for assessing the outer model: Convergent Validity, Discriminant Validity, and Composite Reliability. Convergent validity of a measurement model with reflective indicators is assessed based on the correlation between item scores or component scores estimated using SmartPLS software. An indicator is considered to have good reliability if it has a value above 0.7. We can see this figure by referring to the Outer Loading table in SmartPLS.(Darwin, 2021).In this composite reliability test, there are two tables that must be observed: the values contained in the Composite Reliability table and Cronbach's Alpha, which must be greater than 0.7. For the Discriminant Validity test, it can be seen from the cross-loading value. The correlation value of the indicator to its construct must be greater than the correlation value between the indicator and other constructs. There is

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another way to test Discriminant Validity by comparing the root value of the Average Variance Extracted (AVE) for each construct with the correlation between the construct and other constructs.

1. Measurement Modelor Validity
   The outer model assessment aims to assess the correlation between item or indicator scores and their construct scores, indicating the level of validity of a statement item. Outer model testing is conducted based on the results of a questionnaire trial conducted for all research variables. There are three criteria in the use of data analysis techniques to assess the outer model: Convergent Validity, Discriminant Validity, and Composite Reliability. In the development stage, a correlation of 0.50 to 0.6 is considered acceptable. In research, the limit for convergent validity is above 0.7.
2. Reliability
   Once the data validity level is known, the next step is to determine the level of data reliability or the level of reliability of each construct or variable. This assessment is done by looking atComposite reliability value and Crombach alpha value. A construct is said to be reliable if it provides a Crombach alpha value > 0.70.
3. R-square
   Next, as explained previously, the inner model assessment will be evaluated through the R-Squared value, to assess the influence of certain exogenous latent constructs on endogenous latent constructs to see whether they have a substantive influence.

Path Coefficient and Hypothesis Testing

Model assessment with PLS begins by looking at the R-square for each dependent latent variable. Changes in the R-square value can be used to assess the influence of a particular independent latent variable on the dependent latent variable to determine whether it has a substantive influence.

3. Results and Disccusion

Research Description

Table 1. Calculation of Questionnaire Distribution Results

No.	Questionnaire	Amount	Percentage%
1	Distributed questionnaires	73	100
2	Unreturned questionnaires	0	0
3	Incorrectly filled out (defective or damaged) questionnaire	0	0
4	Questionnaires suitable for data processing	73	100

Source: Survey Results, 2026

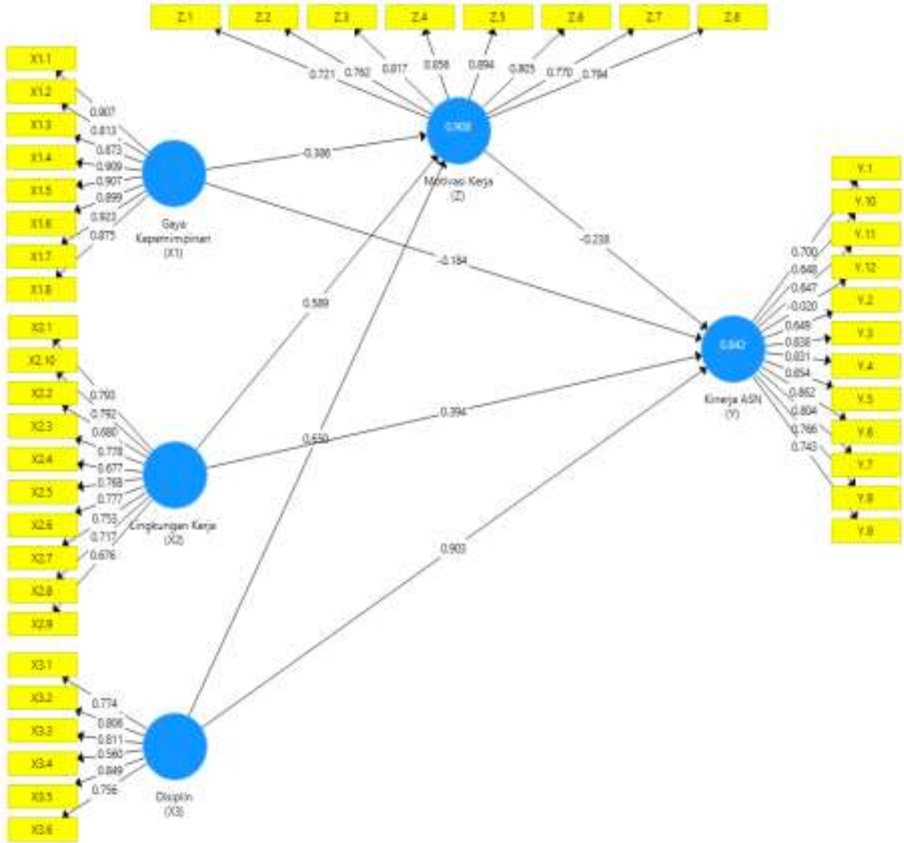
Research Data Analysis

The data processing technique in this study uses the SEM method based on Partial Least Square (PLS) which requires two stages for the assessment of a research model: the outer model and the inner model. The outer model assessment aims to assess the correlation between item or indicator scores and their construct scores, which indicate the level of validity of a statement item. Outer model testing is carried out based on the results of questionnaire trials that have been conducted for all research variables. There are three criteria in the use of data analysis techniques to assess the outer model: Convergent Validity, Discriminant Validity, and Composite Reliability. In the development stage, a correlation of 0.50 to 0.6 is considered adequate or acceptable. In research, the limit for convergent validity values is above 0.7.

Outer Model (Structural Model) Testing Before Elimination

Based on the resultsTesting the outer model using SmartPLS, obtained the correlation values between the statement items of the research variables as follows:

Figure 1. Outer Loadings Before Elimination



In data analysis techniques using SmartPLS, there are three criteria for assessing the outer model: convergent validity, discriminant validity, and composite reliability. Convergent validity of a measurement model with reflective indicators is assessed based on the correlation between item scores or component scores estimated with PLS software. Indicators are considered to have good reliability if they have a value above 0.7. There are three criteria in the use of data analysis techniques to assess the outer model: convergent validity, discriminant validity, and composite reliability. In the development stage, a correlation of 0.50 to 0.6 is considered adequate or acceptable. In research, the limit value of convergent validity is above 0.7.

Outer Model (Structural Model) Testing After Elimination

Based on the resultsTesting the outer model using SmartPLS, obtained the correlation values between the statement items of the research variables as follows:

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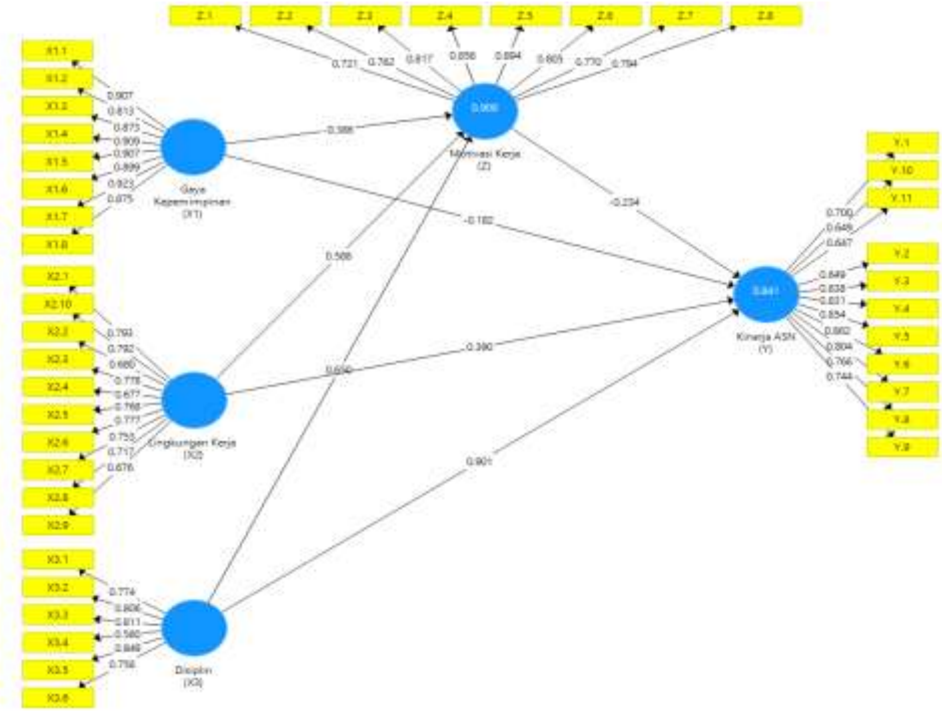
Figure 2. Outer Loadings After Elimination



Average Variance Extracted (AVE) Assessment

The validity criteria for a construct or variable can also be assessed through the Average Variance Extracted (AVE) value for each construct or variable. A construct is considered to have high validity if its value is above 0.50. The AVE values for all variables are presented below.

Table 2. Average Variance Extracted (AVE) Value

	Average Variance Extracted (AVE)
ASN Performance (Y)	0.582
Work motivation(Z)	0.647
Leadership Style (X1)	0.790
Work Environment (X2)	0.551
Discipline (X3)	0.585

Based on Table 2, it can be concluded that all constructs or variables above meet good validity criteria. This is indicated by the Average Variance Extracted (AVE) value above the recommended 0.50 criterion.

Outer Model Testing (Structural Model)

The next testing process is testing the inner model, or structural model, which aims to determine the relationships between hypothesized constructs. The structural model is evaluated by observing the R-Square value for the endogenous construct and the influence it receives from the exogenous construct.

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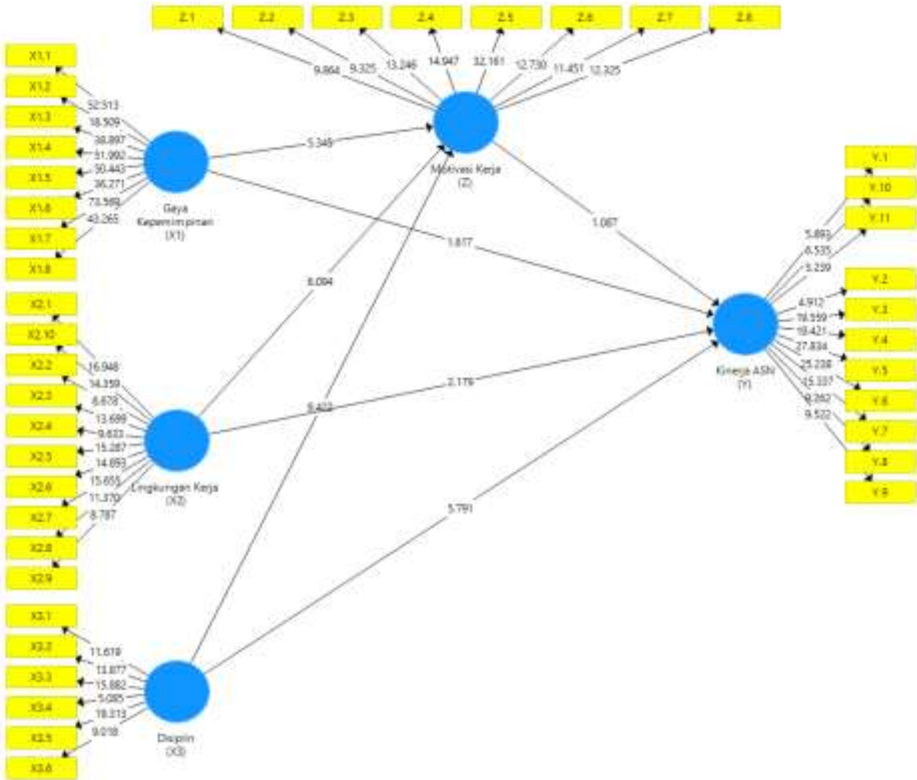
Figure 3. Structural Outer Model



Based on the image above, the structural model above can be formed into the following model equation:

a. Equation Model I, is a description of the magnitude of the influence of the constructs of Leadership Style, Work Environment and Discipline on Work Motivation with the existing coefficients plus the error level which is an estimation error or which cannot be explained in the research model.

Work Motivation = 5.349 X1 + 6.094X2 + 9.422X3+ e1

b. Equation Model II, is a description of the magnitude of the influence of the constructs of Leadership Style, Work Environment and Discipline and Work Motivation on ASN Performance with each coefficient for each construct plus an error which is an estimation error.

ASN Performance= 1.617X1 + 2.179X2 + 5.791X3 + 1.087 Z + e

Next, as explained previously, the inner model assessment will be evaluated through the R-Squared value, to assess the influence of certain exogenous latent constructs on endogenous latent constructs to see whether they have a substantive influence. The following is the R-Square estimate:

Table 3. Evaluation of R Square Value

	R Square
Work Motivation (Z)	0.841
ASN Performance (Y)	0.909

Source: SmartPLS Outer Model Test Results, 2026

The R-Square value of the Work Motivation construct is 0.841 or 84.1%, which illustrates the magnitude of the influence received by the Leadership Style, Work Environment and Discipline constructs on Work Motivation. Meanwhile, the R-Square value for the ASN Performance construct is 0.909 or 90.9% indicating the magnitude of the influence given by the Leadership Style, Work Environment and Discipline and Work Motivation constructs on ASN Performance. The higher the R-Square value, the greater the ability of the exogenous construct to explain the endogenous variable so that the better the structural equation formed..
PenHypothesis test

Hypothesis testing in this study can be assessed by comparing the t-statistic or calculated t-value with the t-table of 1.96 at 5% alpha. If the t-statistic/calculated < t-table of 1.96 at 5% alpha, then Ho is rejected. If the t-statistic/calculated t-value > t-table of 1.96 at 5% alpha, then Ha is accepted. The following SmartPLS output results illustrate the estimated output for structural model testing.

Table 4. Results for Inner Weights Direct Affect

No	Relationship between variables	Original Sample (O)	T-Statistic	P-Value	Information
1	Leadership Style (X1)→Work Motivation (Z)	-0.386	5,342	0.000	Significant
2	Work Environment (X2)→Work Motivation (Z)	0.588	5,783	0.000	Significant
3	Discipline (X3)→Work Motivation (Z)	0.650	9,209	0.000	Significant
4	Leadership Style (X1)→ASN Performance (Y)	-0.182	1,554	0.121	Not Significant
5	Work Environment (X2)→ASN Performance (Y)	0.390	2,161	0.031	Significant
6	Discipline (X3)→ASN Performance (Y)	0.901	5,688	0.000	Significant
7	Work Motivation (Z)→ASN Performance (Y)	-0.234	1,048	0.295	Not Significant
8	Leadership Style (X1)→Work Motivation (Z)→ASN Performance (Y)	0.090	0.945	0.345	Not Significant
9	Work Environment (X2)→Work Motivation (Z)→ASN Performance (Y)	-0.137	0.950	0.343	Not Significant
10	Discipline (X3)→Work Motivation (Z)→ASN Performance (Y)	-0.152	1,075	0.283	Not Significant

4. Conclusion

Leadership style has a significant effect on the work motivation of ASN at the Regional Secretariat of Padang Pariaman Regency. The work environment has a positive and significant effect on the work motivation of ASN at the Regional Secretariat of Padang Pariaman Regency. Work discipline has a positive and significant effect on the work motivation of ASN at the Regional Secretariat of Padang Pariaman Regency. Leadership style has no significant effect on the performance of ASN at the Regional Secretariat of Padang Pariaman Regency. The work environment has a positive and significant effect on the performance of ASN at the Regional Secretariat of Padang Pariaman Regency. Work discipline has a positive and significant effect on the performance of ASN at the Regional Secretariat of Padang Pariaman Regency. Work motivation has no significant effect on the performance of ASN at the Regional Secretariat of Padang Pariaman Regency. Work motivation is unable to mediate the influence of leadership style on the performance of ASN at the Regional Secretariat of Padang Pariaman Regency.Work motivation is not able to mediate the influence of the work environment on the performance of ASN at the Regional Secretariat of Padang Pariaman Regency. Work motivation is not able to mediate the influence of work discipline on ASN performance at the Padang Pariaman Regency Regional Secretariat.

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