

The Effect of Infrastructure Management on the Job Performance of Local Parliament Leaders and Members at the Binjai City Regional House of Representatives (DPRD)

Ivan Syahputra, Erwansyah, Elfitra Desy Surya

Abstract

This study aimed to examine the effect of Infrastructure Management on the Job Performance of DPRD Leaders and Members at the Secretariat of the Regional House of Representatives of Dairi Regency, Indonesia. In the context of public sector governance, the effectiveness of legislative institutions is strongly influenced by the quality of internal administrative services that support leaders and members in carrying out their legislative, budgeting, and supervisory functions. Therefore, this research sought to provide empirical evidence regarding the role of Infrastructure Management in improving the job performance of DPRD leaders and members. A quantitative approach was employed using survey data collected from 36 respondents through a questionnaire. The validity and reliability of the research instrument were tested using Pearson's correlation and Cronbach's Alpha to ensure that all questionnaire items were valid and reliable. Descriptive analysis showed that both Infrastructure Management and Job Performance of DPRD Leaders and Members were perceived positively by respondents, as indicated by relatively high mean scores and moderate standard deviations. Furthermore, simple linear regression analysis and a t-test were conducted to test the research hypothesis. The results demonstrated that Infrastructure Management has a positive and statistically significant effect on the Job Performance of DPRD Leaders and Members, with a significance value of 0.000 and a regression coefficient of 0.873. The coefficient of determination (R^2) indicated that 93.6% of the variance in Infrastructure Management could be explained by the job performance of DPRD leaders and members, while the remaining 6.4% was influenced by other factors outside the research model. These findings suggest that improving the quality of Infrastructure Management, including responsiveness, reliability, and effectiveness of internal support systems, can significantly enhance the performance of DPRD leaders and members in carrying out their institutional responsibilities.

Keywords: Infrastructure Management, Job Performance, DPRD Leaders and Members

Ivan syahputra¹

¹Management, Universitas Pembangunan Panca Budi, Indonesia e-mail:
yvansyahputra@gmail.com¹

Erwansyah², Elfitra Desy Surya³

^{2,3}Management, Universitas Pembangunan Panca Budi, Indonesia
e-mail: erwansyah@dosen.pancabudi.ac.id², elfitradesy@dosen.pancabudi.ac.id³

2nd International Conference on Islamic Community Studies (ICICS)

Theme: History of Malay Civilisation and Islamic Human Capacity and Halal Hub in the Globalization Era
<https://proceeding.pancabudi.ac.id/index.php/ICIE/index>

Introduction

The job performance of regional legislative institutions is closely related to the effectiveness of organizational support systems that facilitate the implementation of legislative duties. Within the structure of local governance, the Secretariat of the Regional House of Representatives (DPRD) functions as an administrative and technical support unit that assists the institutional activities of DPRD leaders and members. The effectiveness of the Secretariat in managing organizational resources, particularly infrastructure, becomes a critical factor in ensuring that legislative, budgeting, and supervisory functions can be carried out efficiently and professionally (1);(2). Adequate infrastructure management allows legislators to access facilities, information systems, meeting spaces, and technological resources that support policy deliberation and institutional decision-making processes.

Infrastructure management in public sector organizations refers to the systematic planning, provision, maintenance, and utilization of facilities that support organizational operations. In legislative institutions, infrastructure includes meeting rooms, administrative offices, information technology systems, documentation facilities, and other physical resources that support parliamentary activities. Effective infrastructure management enables legislative actors to perform their duties efficiently, improves coordination among institutional units, and supports evidence-based decision-making in the policy process (3). Conversely, inadequate infrastructure management may create operational barriers, reduce work efficiency, and ultimately affect the job performance of institutional actors.

In the context of public sector management, the availability and quality of infrastructure are often considered essential determinants of organizational performance. Modern public institutions increasingly rely on well-managed infrastructure to support administrative efficiency, information accessibility, and institutional accountability. Empirical studies indicate that effective infrastructure and facility management significantly contribute to improving employee productivity, operational effectiveness, and institutional performance within government organizations (4). These findings highlight that the quality of organizational infrastructure is not merely a supporting element but a strategic resource that directly influences institutional outcomes (5);(4).

The relationship between infrastructure management and job performance becomes even more relevant within legislative organizations, where decision-making processes depend on timely information, effective coordination, and adequate meeting facilities. Legislative leaders and members require a supportive working environment to conduct discussions, review policy proposals, and perform oversight functions. Infrastructure that is well organized, accessible, and technologically integrated can enhance institutional efficiency and help legislative actors perform their responsibilities more effectively (6);(7);(8). Consequently, the ability of the DPRD Secretariat to manage infrastructure professionally becomes a key determinant of institutional performance.

However, in practice, many local government institutions still face challenges in managing infrastructure resources effectively. Issues such as limited facility availability, inadequate maintenance, outdated technological systems, and inefficient resource utilization often occur in public sector organizations. These limitations may hinder administrative processes, reduce productivity, and negatively influence the performance of institutional actors who rely on organizational support systems to perform their duties (9). Such conditions indicate the importance of improving infrastructure management in order to enhance institutional performance within government organizations.

In the case of the Binjai City Regional House of Representatives (DPRD), preliminary observations indicate that infrastructure management still requires improvement in order to fully support legislative activities. Several aspects related to facility availability, administrative support systems, and technological infrastructure have not yet reached optimal conditions. These circumstances may influence the efficiency of institutional activities, including legislative meetings, policy discussions, and decision-making processes conducted by DPRD

leaders and members. Previous studies in the field of public administration have emphasized that the quality of infrastructure management has a direct relationship with work productivity, organizational efficiency, and institutional effectiveness (2); (10).

Furthermore, recent studies in Indonesian public sector management highlight the importance of strengthening organizational infrastructure to support the performance of governmental institutions. Research conducted by (11) demonstrated that the availability of adequate facilities and the effectiveness of administrative support systems significantly influence the productivity and institutional performance of public sector organizations. Their findings emphasize that infrastructure management should be treated as a strategic managerial function that contributes to organizational sustainability and governance quality.

Despite the growing attention to infrastructure management in public administration studies, empirical research focusing on its influence on the job performance of legislative actors at the regional level remains relatively limited. Most existing studies concentrate on executive institutions or general public service organizations, while legislative bodies such as the DPRD have received less scholarly attention. Therefore, further research is needed to examine how infrastructure management contributes to the job performance of leaders and members of regional legislative institutions.

Based on these considerations, this study aims to analyze the effect of infrastructure management on the job performance of leaders and members of the Binjai City Regional House of Representatives (DPRD). The findings of this study are expected to contribute to the development of public sector management literature, particularly in the field of institutional support systems within legislative organizations. In addition, the results are expected to provide practical insights for improving infrastructure management practices in order to enhance the effectiveness and performance of regional legislative institutions.

Literature Review Infrastructure Management

Infrastructure management refers to a systematic process that involves planning, procurement, maintenance, utilization, and supervision of facilities used to support organizational activities (12). Effective infrastructure management aims to ensure that all facilities are available, functional, and aligned with the needs of users so that organizational activities can be carried out efficiently. In modern organizations, infrastructure is considered one of the essential supporting elements that contributes to operational effectiveness and organizational productivity.

According to (13) proper facility management plays an important role in improving work efficiency, enhancing user comfort, and supporting overall organizational performance. Their study emphasizes that organizations with well-managed facilities are more capable of maintaining operational continuity and achieving institutional goals effectively. In the public sector, infrastructure management becomes even more crucial because it directly relates to the quality of services delivered by government institutions as well as the effectiveness of administrative and institutional functions.

The indicators used to measure infrastructure management in this study refer to the framework proposed by (13) which include several key aspects of facility management. These indicators consist of the availability of facilities, which refers to the extent to which the organization provides adequate infrastructure to support institutional activities and operational needs; the adequacy and condition of facilities, which reflects whether the available infrastructure is in proper condition and suitable for use, as well-maintained facilities contribute to a more productive and comfortable working environment; facility maintenance, which involves regular maintenance efforts to ensure that infrastructure remains functional and reliable over time while preventing operational disruptions; facility utilization, which indicates how effectively the available infrastructure is used to support organizational activities and ensure that resources are optimally employed; and facility support for work activities, which measures the extent to which infrastructure assists employees or institutional actors in performing their

duties efficiently and effectively. Collectively, these indicators provide a comprehensive framework for evaluating how infrastructure management contributes to organizational effectiveness and institutional performance.

Job Performance of DPRD Leaders and Members

The performance of DPRD leaders and members refers to the level of achievement in carrying out legislative, budgeting, and supervisory functions according to the responsibilities mandated by law. Performance reflects the effectiveness, productivity, and quality of institutional work outcomes generated by the DPRD (14).

In legislative institutions, performance is influenced not only by individual capabilities but also by the quality of institutional support systems provided by the Secretariat.

The performance indicators adopted from (14) include:

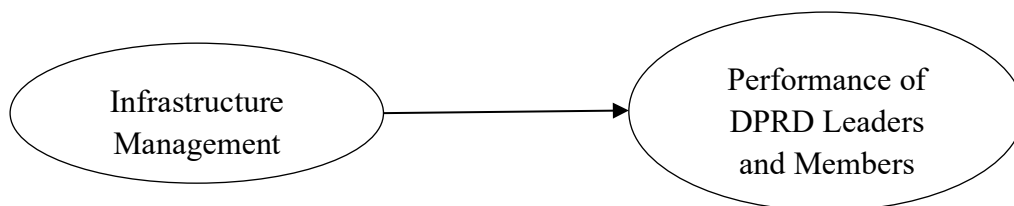
1. Effectiveness in performing duties
2. Work productivity
3. Quality of work outcomes
4. Timeliness in completing tasks

Conceptual Framework and Hypothesis

This study conceptualizes Infrastructure Management as independent variables. And job Performance of DPRD Leaders and Members acts as the dependent variable.

The conceptual framework assumes that higher Infrastructure Management will improve internal service satisfaction. Increased satisfaction among DPRD leaders and members is expected to contribute positively to their work performance.

Based on this framework, the hypotheses of this study are formulated as follows:



The hypothesis is:

Ha : Infrastructure Management has a positive and significant effect on Job Performance of DPRD Leaders and Members at the Binjai City Regional House of Representatives (DPRD)

Ho : Infrastructure Management does not have positive and significant effect on Job Performance of DPRD Leaders and Members at the Binjai City Regional House of Representatives (DPRD)

Research Methodology

This study employed a quantitative associative research design, which aims to examine the relationship between two or more variables (15); (16). The quantitative approach was selected to statistically test the hypothesized relationships among the research variables. However, in the present study, the primary focus is on analyzing the influence of Infrastructure Management on Job Performance of DPRD Leaders and Members.

The research was conducted at the Binjai City Regional House of Representatives (DPRD), located at Jl. Sultan Hasanuddin No.1, Kotamatum II, Binjai. The study was carried out over a three-month period, from December 2025 to February 2026.

The population of this study consisted of all employees working at the Secretariat of the DPRD of Daiiri Regency. According to (17); (18), a population refers to the entire group of subjects or objects that possess specific characteristics relevant to the research problem and

serve as the basis for data collection and generalization of findings. In this study, the total population comprised 95 employees, all of whom were civil servants (ASN).

Given the relatively small size of the population, this research applied a saturated sampling technique (census sampling), in which all members of the population were included as research respondents. As defined by (18), a sample represents a subset of the population selected to reflect the characteristics of the entire population. However, since the population in this study was limited to 36 employees, all individuals were involved as respondents. Therefore, the total sample size was 36 employees.

The study relied on primary data collected through a structured questionnaire distributed to all respondents. The questionnaire items were developed based on established theoretical indicators of service speed and service optimization. Responses were measured using a fivepoint Likert scale ranging from strongly disagree to strongly agree. In addition, secondary data were obtained from institutional documents, official reports, and relevant administrative records to complement and support the primary data.

The collected data were analyzed using quantitative statistical methods with the assistance of SPSS version 26.0. The analysis was conducted in several stages. First, a validity test was performed to assess whether each questionnaire item accurately measured the intended variable (19). An item was considered valid if the calculated correlation coefficient (r-count) exceeded the r-table value. Second, a reliability test was conducted using Cronbach's Alpha, where a coefficient greater than 0.70 indicated that the instrument was reliable.

The regression model applied in this study is formulated as follows: $Y = a + bX$, Where:

Y = Job Performance of DPRD Leaders and Members

X = Infrastructure Management a

= Constant

b = Regression Coefficient

The t-test is used to determine whether service speed has a significant effect on service optimization. The hypothesis is accepted if the t-count value is greater than the t-table value or if the significance level (p-value) is less than 0.05. Additionally, the coefficient of determination (R^2) is calculated to measure the proportion of variance in service optimization explained by service speed. The R^2 value ranges from 0 to 1, with values closer to 1 indicating a stronger influence of the independent variable.

Results Validity and Reliability Tests

Validity was assessed using Pearson's correlation coefficient (r-value) by correlating each individual item score with the total composite score of its respective variable. With a sample size of $N = 95$ and a significance level of 5% (two-tailed), the critical r-table value was 0,2017. An item was considered valid if its r-value exceeded the r-table value.

Based on the results of the validity test using Pearson Correlation, the correlation coefficients obtained were 0.974, 0.987, 0.907, 0.97, and 0.977 with a significance value (Sig. 2-tailed) of 0.000 for all indicators of Infrastructure Management variable.

Since all correlation coefficients are very high and the significance values are below 0.05, it can be concluded that all indicators are statistically significant and valid in measuring the Infrastructure Management.

The results of the validity test using Pearson Correlation of Job Performance of DPRD Leaders and Members variable, obtained were 0.999, 0.995, 0.975 and 0.985, with a significance value (Sig. 2-tailed) of 0.000 for all indicators of the Job Performance of DPRD Leaders and Members variable.

According to (16) since all correlation coefficients are above the commonly accepted minimum threshold ($r > 0.30$) and fall within the moderate to very strong correlation range, and because the significance values are below 0.05, it can be concluded that all indicators are statistically significant and valid in measuring the Job Performance of DPRD Leaders and Members variable.

Reliability was evaluated using Cronbach's Alpha to measure the internal consistency of each variable. A research instrument is generally considered reliable if its Cronbach's Alpha value exceeds 0.60 (20).

Table 1. Reliability Results

Variable	Cronbach's Alpha	Benchmark	Result
Infrastructure Management	0.981	> 0.60	Reliable
Job Performance of DPRD Leaders and Members	0.992	> 0.60	Reliable

The Infrastructure Management variable achieved a Cronbach's Alpha value of 0.965, while the Job Performance of DPRD Leaders and Members variable obtained a value of 0.950. Both values were well above the 0.60 benchmark, indicating strong internal consistency. These findings confirmed that the measurement instruments were both valid and reliable.

Descriptive Analysis

The first step in the descriptive analysis was to examine the summary statistics of the two main variables (Infrastructure Management and Job Performance of DPRD Leaders and Members). The analysis was conducted to provide an overview of respondents' perceptions based on the composite scores obtained from the questionnaire items. Each variable score represents the total accumulation of responses across its respective indicators. **Table 2.** Descriptive Statistics

Variable	Mean	Std. Deviation	N
Infrastructure Management	20.3053	3.51917	95
Job Performance of DPRD Leaders and Members	16.1579	2.91480	95

As shown in Table 2, the mean score for Infrastructure Management was 20.3053, with a standard deviation of 3.51917, based on 95 respondents. This result indicates that, on average, respondents perceived the management of infrastructure and facilities within the institution to be at a relatively good level. The standard deviation value, which is smaller than the mean, suggests that the responses were relatively consistent among respondents. This means that most respondents had similar perceptions regarding the availability, condition, maintenance, and utilization of infrastructure provided to support institutional activities, although slight variations in responses were still observed.

Meanwhile, the mean score for the Job Performance of DPRD Leaders and Members was 16.1579, with a standard deviation of 2.91480, also based on 95 respondents. This finding indicates that the performance of DPRD leaders and members was generally perceived to be at a moderate to good level. The standard deviation value, which is also lower than the mean, suggests that respondents' evaluations of performance were relatively consistent. In other words, although respondents generally assessed the performance positively, there were still minor differences in perceptions regarding how effectively DPRD leaders and members carried out their institutional responsibilities.

Overall, the descriptive statistics indicate that both Infrastructure Management and Job Performance of DPRD Leaders and Members were evaluated positively by respondents. The relatively consistent responses regarding infrastructure management, combined with the moderate to good assessment of DPRD performance, provide an initial indication that the availability and management of facilities within the institution may contribute to supporting the effectiveness of DPRD leaders and members in performing their duties. These findings provide a preliminary basis for further inferential analysis to examine the relationship and potential

influence between infrastructure management and the job performance of DPRD leaders and members.

These findings are consistent with previous studies (21); (22); (23) which indicate that the Infrastructure Management has a significant relationship with Job Performance of DPRD Leaders and Members. The findings highlighted that Infrastructure Management significantly contribute to improved Job Performance of DPRD Leaders and Members..

Regression Analysis Simple Linear Regression

A simple linear regression analysis was conducted to examine the effect of Infrastructure Management on Job Performance of DPRD Leaders and Members at the Binjai City Regional House of Representatives (DPRD). The analysis used composite scores derived from the three indicators of each variable based on the questionnaire data from 36 respondents.

Table 3. Regression Results

Model	B	Std. Error	Beta	t	Sig. (p)
(Constant)	-	.309		-1.302	.196
Job Performance of DPRD Leaders and Members	.402 .816	.015	.985	54.403	.000

a. Dependent Variable: Infrastructure Management

A simple linear regression analysis was conducted to examine the effect of Infrastructure Management on Job Performance of DPRD Leaders and Members. The analysis was based on questionnaire data collected from 95 respondents, with Infrastructure Management as the dependent variable and Job Performance of DPRD Leaders and Members as the independent variable.

Based on the regression output presented in Table 3, the regression equation can be formulated as:

$$Y = -0.402 + 0.816X$$

The constant value ($B = -0.402$) indicates that when the value of Job Performance of DPRD Leaders and Members is assumed to be zero, the predicted score of Infrastructure Management would be -0.402 . Although this value has limited practical interpretation, it serves as a statistical baseline in the regression model.

The regression coefficient ($B = 0.816$) indicates that for every one-unit increase in the Job Performance of DPRD Leaders and Members, the Infrastructure Management score is predicted to increase by 0.816 units, assuming other factors remain constant. This positive coefficient suggests that improvements in the performance of DPRD leaders and members are associated with better infrastructure management within the institution.

The significance value ($p = 0.000$) is lower than the significance level of 0.05, indicating that Job Performance of DPRD Leaders and Members has a statistically significant effect on Infrastructure Management. Furthermore, the standardized beta coefficient ($Beta = 0.985$) indicates a very strong positive relationship between the two variables.

The t-value of 54.403, which is far greater than the critical t-table value of approximately 1.986 ($df = 93$, $\alpha = 0.05$), further confirms that the influence of Job Performance of DPRD Leaders and Members on Infrastructure Management is statistically significant.

These findings indicate that higher levels of job performance among DPRD leaders and members are associated with improvements in infrastructure management within the institution (24); (25). Therefore, the research hypothesis stating that Job Performance of DPRD Leaders and Members has a positive and significant effect on Infrastructure Management is accepted.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) was calculated ;to measure the proportion of variance in Infrastructure Management that could be explained by Job Performance of DPRD Leaders and Members at the Binjai City Regional House of Representatives (DPRD). **Table 4.** Coefficient of Determination

<u>Model</u>	<u>R</u>	<u>R²</u>	<u>Adjusted R²</u>
1	.985a	.970	.969

Based on Table 4, the results of the analysis show that the coefficient of determination (R^2) is 0.970. This indicates that 97.0% of the variance in Infrastructure Management can be explained by Job Performance of DPRD Leaders and Members. In other words, the independent variable included in this regression model has a very strong explanatory power in predicting changes in infrastructure management. The remaining 3.0% of the variance is influenced by other factors not included in this research model, such as leadership practices, organizational culture, employee competence, work environment, training programs, or other managerial aspects within the Secretariat.

Furthermore, the correlation coefficient ($R = 0.985$) indicates a very strong positive relationship between Job Performance of DPRD Leaders and Members and Infrastructure Management. This suggests that improvements in the performance of DPRD leaders and members are strongly associated with improvements in the management of infrastructure within the institution.

The Adjusted R^2 value of 0.969 also demonstrates that the regression model remains highly reliable even after adjusting for the number of predictors in the model. This indicates that the model has strong predictive capability and provides a robust explanation of the relationship between the variables. Overall, these findings confirm that Job Performance of DPRD Leaders and Members contributes substantially to explaining variations in Infrastructure Management, although a small proportion of the variation may still be influenced by other organizational factors beyond the scope of this study (26).

Hypothesis Testing (t-Test)

Hypothesis testing was conducted using a t-test to determine whether the independent variable, Infrastructure Management, had a positive and significant effect on Job Performance of DPRD Leaders and Members

Table 5. t- Test Result

<u>Model</u>	<u>B</u>	<u>Std. Error</u>	<u>Beta</u>	<u>t</u>	<u>Sig. (p)</u>
(Constant)	-	.309		-1.302	.196
Job Performance of DPRD Leaders and Members	.402 .816	.015	.985	54.403	.000

a. Dependent Variable: Infrastructure Management

Table 5 presents the results of the t-test analysis used to examine the effect of Infrastructure Management on Job Performance of DPRD Leaders and Members at the Secretariat of the Regional House of Representatives of Binjai Regency. Based on the table, the constant value is -.402 with a standard error of 0.309 and a t-value of 54,403 indicating the baseline value of Infrastructure Management when the independent variable is assumed to be zero.

Meanwhile, the regression coefficient for Job Performance of DPRD Leaders and

Members is 0.816 with a standard error of 0.015 and a standardized beta coefficient of 0.816. The t-value of 54,403 > t-table 1.66140 indicates a very strong and statistically significant effect of Infrastructure Management on Job Performance of DPRD Leaders and Members which means that the null hypothesis (H_0) was rejected and the alternative hypothesis (H_a) was accepted (Infrastructure Management, had a positive and significant effect on Job Performance of DPRD Leaders and Members)

The positive regression coefficient shows that improvements in Infrastructure Management are associated with an increase of job performance of DPRD leaders and members. Therefore, these results suggest that better Infrastructure Management contributes significantly to enhancing the job performance of DPRD leaders and members at the Secretariat of the Regional House of Representatives of Binjai Regency.

Conclusion

Based on the results of the descriptive and inferential statistical analyses, several conclusions can be drawn from this study regarding the relationship between Job Performance of DPRD Leaders and Members and Infrastructure Management at the Secretariat of the Regional House of Representatives Binjai regency.

First, the descriptive analysis shows that respondents generally provided positive assessments of both variables. The mean score of Infrastructure Management was 20.3053 with a standard deviation of 3.51917, while the mean score of Job Performance of DPRD Leaders and Members was 16.1579 with a standard deviation of 2.91480. These results indicate that both infrastructure management and job performance were perceived to be at a relatively good level, and the relatively small standard deviation values suggest that respondents' perceptions were fairly consistent.

Second, the simple linear regression analysis indicates that Infrastructure Management has a positive effect on Job Performance of DPRD Leaders and Members. The regression equation obtained was $Y = -0.402 + 0.816X$, which means that every one-unit increase in job performance is predicted to increase infrastructure management by 0.816 units. The significance value of 0.000 (< 0.05) indicates that this effect is statistically significant.

Third, the coefficient of determination (R^2) shows a value of 0.970, meaning that 97.0% of the variation in Job Performance of DPRD Leaders and Members can be explained by Infrastructure Management, while the remaining 3.0% is influenced by other variables not included in this study. In addition, the correlation coefficient ($R = 0.985$) indicates a very strong positive relationship between the two variables.

Fourth, the t-test results further confirm the significance of this relationship. The calculated t-value of 54.403 is far greater than the t-table value (1.66140) with a significance value of 0.000, indicating that the independent variable has a very strong and statistically significant influence on the dependent variable. Therefore, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted.

Overall, the findings of this study demonstrate that Infrastructure Management plays a significant role in improving Job Performance of DPRD Leaders and Members at the Secretariat of the Regional House of Representatives. Higher levels of management of infrastructure are associated with better job performance among DPRD leaders and members that support institutional activities. These results suggest that improving performance, professionalism, and accountability among DPRD leaders and members can contribute positively to the effectiveness of infrastructure management within the institution.

References

- [1] Maryadi M, Rahman N, Reynilda R. Organizational Transformation at the Secretariat of the DPRD Takalar. *jmpp*. 2023;7(1):125–37. doi:10.24198/jmpp.v7i1.48257

- [2] Nurmalasari A, Sylvia S, Sultan MS. Effectiveness Government Budgeting Preparation for Regional Development Post COVID-19: Evidence from South Sulawesi Province, Indonesia. *ATESTASI*. 2022;5(2):296–320. doi:10.57178/atestasi.v5i2.323
- [3] Widlak AC, Peeters R. A theory of the infrastructure-level bureaucracy: Understanding the consequences of data-exchange for procedural justice, organizational decisionmaking, and data itself. *Government Information Quarterly*. 2025;42(2):102021. doi:10.1016/j.giq.2025.102021
- [4] Rochanah S, Rahmawati F. The Impact of Workplace Facilities and the Role of Work Discipline in Enhancing Employee Performance. Vol. 3. 2025;3(2).
- [5] Akbar W, Surya ED. The Role of Digital Organizational Culture in Shaping Employee Performance at the Regional Secretariat Office of Langkat Regency. 2025.
- [6] Sianturi SAL, Ritonga HM, Ferine KF. The Role of Job Satisfaction in Mediating the Effect of Work Environment on Employee Performance at the Tax Service Office Pratama Medan Belawan. 2025.
- [7] Onyango G. Legislative Oversight and Policy-Reforms in “Unsettled” Political Contexts of Public Administration. *International Journal of Public Administration*. 2019;43:1–16. doi:10.1080/01900692.2019.1627556
- [8] Hirts D. Post-Legislative Scrutiny of climate and environment legislation Guide for parliamentary practice. WFD; 2021.
- [9] Verburg R, Nienaber AM, Searle R, Weibel A, Den Hartog D, Rupp D. The Role of Organizational Control Systems in Employees’ Organizational Trust and Performance Outcomes. *Group & Organization Management*. 2018;43:179–206. García-Fernández M, Claver-Cortés E, Tarí JJ. Relationships between quality management, innovation and performance: A literature systematic review. *European Research on Management and Business Economics*. 2022;28(1):100172. doi:10.1016/j.iedeen.2021.100172
- [10] Aulawi H, Nuraeni F, Setiawan R, Rianto W, Pratama A, Maulana H. Simple Additive Weighting in the Development of a Decision Support System for the Selection of House Construction Project Teams. 2023. 517 p. doi:10.1109/ICCoSITE57641.2023.10127813
- [11] Koriatul Jannah Siregar, Al-Murizka Annisa, Ida Cathy Everyanti Siregar, Ghania Dhia Ulhaq Lubis, Esti Miska Puandra, Widia Ningsih. Analysis of Facilities and Infrastructure Management in Improving Education Quality at SMP Negeri 35 Medan. *Algoritma*. 2025;3(2):86–97. doi:10.62383/algoritma.v3i2.450
- [12] Tulim A, Tarigan PS, Muda I. The Mediation Role of Job Satisfaction in the Relationship Between Physical And Psychosocial Work Environment on Employee Retention. *GRDIS*. 2025;6(1):186–97. doi:10.52970/grdis.v6i1.1822
- [13] Chan FKY, Thong JYL, Brown SA, Venkatesh V. Service Design and Citizen Satisfaction with E-Government Services: A Multidimensional Perspective. *Public Administration Review*. 2021;81(5):874–94. doi:10.1111/puar.13308
- [14] Wahyuni N, Rindrayani SR. Metodologi penelitian Asosiasi. *Neraca Manajemen, Ekonomi*. 2025;14(9). doi:10.8734/musytari.v1i2.365
- [15] Sugiarto A, Kamakaula Y, Susanty L, Periansya. *Metodologi Penelitian. Teori & Praktik*. Karawang: Saba Jaya Press; 2024.
- [16] Mushofa M, Hermina D, Huda N. Memahami Populasi dan Sampel: Pilar Utama dalam Penelitian Kuantitatif. *JSA*. 2024;5(12):5937–48. doi:10.46799/jsa.v5i12.1992
- [17] Candra Susanto P, Ulfah Arini D, Yuntina L, Panatap Soehaditama J, Nuraeni N. Konsep Penelitian Kuantitatif: Populasi, Sampel, dan Analisis Data (Sebuah Tinjauan Pustaka). *JIM*. 2024;3(1):1–12. doi:10.38035/jim.v3i1.504
- [18] Abdi Sugiarto, Yohanes Kamakaula LS, Periansya. *METODOLOGI PENELITIAN - TEORI & PRAKTIK (1). Pertama*. Karawang: CV Saba Jaya Publisher; 2024. 254 p.
- [19] Sugiyono. *Metode penelitian kuantitatif, kualitatif dan R&D*. Bandung: Alfabeta; 2018.
- [20] Meisey SE, Rahmat A, Onasis D. The Influence of Organizational Trust and Procedural Justice on Affective Commitment. Vol. 1. 2025;1(1).

- [21] Norawati S, Hardianto H, Jumaisa D, Basem Z, Syahsudarmi S. The Effect of Placement, Work Environment, and Leadership on Performance Mediated Job Satisfaction. *Studi Akuntansi, Keuangan dan Manajemen*. 2026;5(3):199–212. doi:10.35912/sakman.v5i3.5487
- [22] Peñafiel Arcos EB. Reading: An overview prior to reading comprehension. *sathiri*. 2018;(4):317. doi:10.32645/13906925.256
- [23] Aditya Amin AR, Master of Economic, Sriwijaya University, Palembang, Jalan Padang Selasa, Indonesia, Zunaidah Z, Master of Economic, Sriwijaya University, Palembang, Jalan Padang Selasa, Indonesia, Andriana I, Master of Economic, Sriwijaya University, Palembang, Jalan Padang Selasa, Indonesia, et al. The Effect of Competence and Leadership Style on the Performance of Village Officials in Rambang District, Muara Enim Regency with Motivation as a Mediating Variable. *JEFMS*. 2024;07(07). doi:10.47191/jefms/v7-i7-52
- [24] Sofiyanti I, Firdaus M, Handayani YI. The Effect of Work Environment, Work Load, Work Discipline and Work Commitment on The Performance Employees of The Secretariat in Bondowoso Regency DPRD. Vol. 1. 2024;1(3).
- [25] Agustina RT. The Influence of Leadership Style on Performance Mediated by Job Satisfaction (Case Study in PD. BPR Bahteramas Mainland Region of Southeast Sulawesi Province). Vol. 01. 2021;01(04).
- [26] Bahtiar DS, Akib H, Darwis M, Simanjuntak SY. The Influence of Administrative Performance on Service Quality at SMK Negeri 1 Gowa. *PinisiJournal of Education and Management*. 2025;4(2).