



The Impact of Leadership Styles, Work Discipline, and Work Environment on Employee Performance

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ABSTRACT

Keywords:

Leadership Style, Work Discipline, Work Environment, Employees Performance

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This study aims to examine the impact of leadership style, work discipline, and work environment on employee performance in Lontong Pancur Village, Pangkalpinang City, Bangka Belitung Islands Province. The government's role in providing effective leadership and creating a conducive work environment is crucial for achieving organizational goals, particularly in public service areas such as population administration and welfare. Using a multiple linear regression analysis with SPSS 25, the study surveyed 40 village officials, employing a saturated sampling method. The results indicate that leadership style, work discipline, and work environment all have a positive and significant impact on employee performance. Furthermore, when analyzed together, these factors also positively influence employee performance in Lontong Pancur Village. This research contributes to understanding how effective leadership and a supportive work environment can enhance public sector performance, providing valuable insights for improving employee productivity and organizational effectiveness in local government services.

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INTRODUCTION

The role of Work Units (Satker) within Local Government Organizations (OPD) is crucial for achieving the goals of governance, as the success of a Satker relies heavily on its human resources. Competent, skilled, and high-potential employees are key in ensuring that government tasks and supervision are conducted effectively. Human Resource Management (HRM) involves the process of managing people through planning, recruitment, training, career development, compensation, and industrial relations to reach organizational goals and improve stakeholder welfare (Desmaniar et al., 2022; Xin et al., 2022). HRM is an art of managing labor relations to help achieve organizational objectives, employee welfare, and societal development (Friman et al., 2024; Sanavi et al., 2022). In the context of public service, Satker's performance is highly

dependent on the workforce's abilities, which include leadership styles, work discipline, and work environment, influencing the employee's performance and the overall achievement of government objectives.

Leadership styles, work discipline, and the work environment are significant factors influencing employee performance in any organizational setting. Leadership, for instance, is often characterized by different styles that can either motivate or demotivate employees. Transformational leadership has been shown to positively impact employee performance (Bass & Steidlmeier, 1999). Work discipline, which involves adherence to rules and responsibilities, is another crucial element. Work discipline enhances employees' compliance with organizational norms, ultimately improving performance (Hidayat & Bujuri, 2020; Tylor, 2010). Furthermore, the work environment, which includes both physical and interpersonal factors, directly affects employee productivity (Halat et al., 2023; Lin et al., 2021; Sun & Liu, 2022). These factors are especially pertinent in a local government setting, such as Kelurahan Lontong Pancur, which serves as the case study for this research.

Kelurahan Lontong Pancur, located in Pangkalpinang City, Bangka Belitung Province, plays a vital role in providing administrative services to the community, particularly in population management and basic welfare. With an ever-growing population, efficient administration is crucial for ensuring the well-being of residents. The local government unit must operate smoothly to provide public services efficiently. However, the performance of employees in Kelurahan Lontong Pancur remains a challenge, as it heavily depends on the competency, discipline, and leadership within the Satker. Despite improvements in recent years, the employee performance in Lontong Pancur still faces obstacles that hinder the achievement of service targets, especially in meeting minimum service standards set by the local government.

Prior research highlights how leadership styles and work discipline impact employee performance in various sectors. Nailasariy et al. (2023) found that effective management and leadership contribute significantly to higher employee performance. Similarly, Fasya et al. (2024) confirmed that strong managerial practices are linked to enhanced work outcomes. Conversely, Morais et al. (2022) argued that work discipline does not always correlate with improved performance in all settings. Manongcarang and Guimba (2024) showed that creating a supportive work environment significantly boosts employee productivity. A further study by Rosmawati et al. (2022) emphasized the need for strong leadership and work discipline to drive higher performance in public organizations. Other scholars like Ardiansyah et al. (2023) explored the role of work discipline and leadership in influencing employees' job satisfaction and performance. Despite these insights, a gap remains in understanding the

nanced effects of these variables in local government offices like Kelurahan Lontong Pancur.

The research gap identified in previous studies lies in the inconsistent findings regarding the relationship between leadership, discipline, and work environment on employee performance. While some studies emphasize the significance of leadership styles (Aningsih et al., 2022), others suggest that factors like work discipline may not always lead to improved performance, particularly in public sector organizations (Alkhayyal & Bajaba, 2023). Moreover, there is a limited focus on how these factors interact in a local government context, such as at the Kelurahan level, which differs significantly from large-scale organizations or private sectors. This study try to address these gaps by examining the interplay of leadership style, work discipline, and work environment, focusing specifically on their collective impact on employee performance at Kelurahan Lontong Pancur.

The main goal of this study is to analyze how leadership styles, work discipline, and the work environment affect employee performance at Kelurahan Lontong Pancur. By using a quantitative approach, the research aims to identify the most dominant factors influencing employee performance within the local government office. In particular, the study will evaluate the direct and indirect effects of leadership style, work discipline, and work environment on the employees' productivity and service delivery. Additionally, the study will examine how these factors contribute to meeting the government's service standards, offering actionable recommendations for improving operational efficiency and employee performance at the Kelurahan level.

This study's originality lies in its focus on a local government unit, Kelurahan Lontong Pancur, which has not been the primary focus of previous studies on employee performance in public administration. The research will contribute new insights into the influence of leadership, work discipline, and the work environment on public sector employees at the local level. The findings will provide a foundation for improving HR practices in local government organizations, ensuring that leadership strategies, work discipline, and a supportive environment are aligned with the goal of enhancing employee performance and public service delivery.

RESEARCH METHOD

This study investigates the impact of leadership style, work discipline, and work environment on employee performance at the Kelurahan Lontong Pancur in Pangkalbalam, Pangkalpinang City, Bangka Belitung Province, Indonesia. To address the research questions regarding these variables, the study adopts a quantitative approach, which focuses on the collection and analysis of numerical

data using statistical methods. Quantitative research involves the use of numbers and statistical analysis to understand relationships between variables and to test hypotheses (Mulisa, 2022). The study's focus is on primary data gathered from 40 employees at the Kelurahan Lontong Pancur, providing insight into the dynamics of these variables within the context of local government administration.

Data collection in this study involves both primary and secondary sources. Primary data is gathered through direct surveys, where respondents (employees of Kelurahan Lontong Pancur) are asked to complete a closed-ended questionnaire based on a 5-point Likert scale, measuring their perceptions on leadership style, work discipline, and work environment. The survey is supplemented by interviews during the pre-survey phase to gather qualitative insights. Secondary data includes supporting documentation such as employee attendance records, official reports, and relevant literature.

The research hypotheses are structured to test the influence of the independent variables (leadership style, work discipline, and work environment) on the dependent variable, which is employee performance. The first hypothesis posits that leadership style significantly affects employee performance at Kelurahan Lontong Pancur. The second hypothesis suggests that work discipline positively influences employee performance, while the third hypothesis explores the effect of the work environment. The fourth hypothesis tests whether the three independent variables collectively impact employee performance. These hypotheses are formulated based on existing literature, particularly studies in the public administration sector, and are examined through statistical methods to determine the strength and direction of these relationships (see Fig 1).

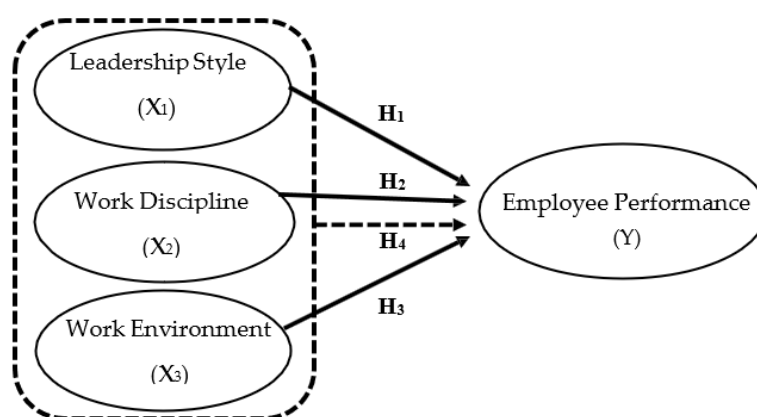


Figure 1. Conceptual Framework of the Research

Data analysis will employ multiple linear regression techniques to assess the relationships between the independent variables (leadership style, work discipline, and work environment) and employee performance. The analysis will

be conducted using SPSS 25 software. Prior to regression analysis, the data will be tested for reliability and validity using Cronbach's Alpha and Pearson's correlation coefficients, respectively. Assumptions such as normality, multicollinearity, and heteroscedasticity will be tested to ensure the robustness of the regression model. The research will also include hypothesis testing using t-tests and F-tests to determine the individual and simultaneous effects of the independent variables on employee performance. The results will provide insights into which factors have the most significant impact on performance within the local government context.

RESULT AND DISCUSSION

Result

Statistical Analysis

Data Quality Test Results

The quality test of a data obtained from the research instrument can be evaluated through validity test testing and reliability test. The validity test is carried out to test how well a measurement instrument accurately measures a study concept that is intended to be measured. Test the reliability by looking at the *Cronbach Alpha coefficient*. The reliability value is seen from the *cronbach alpha* of each research instrument (≥ 0.60 is considered reliable).

Validity Test

Validity testing is carried out to determine whether a questionnaire is valid from each of these variables. This study uses the formula from r table is $df = n-2$ so $40-2 = 38$, so that r table = 0.312. The validity tests that have been carried out in this study are shown as follows:

Leadership Style Variable Validity Test (X1)

Table 1. Results of the Validity Test of Leadership Style Variables (X1)

X1	r-count	r-table	Information
X1.1	0,694	0,312	Valid
X1.2	0,749	0,312	Valid
X1.3	0,655	0,312	Valid
X1.4	0,726	0,312	Valid
X1.5	0,748	0,312	Valid
X1.6	0,720	0,312	Valid
X1.7	0,749	0,312	Valid

Source: Primary data processed, 2025

Table 1 (which can be seen more fully in Appendix 4) that each question on the Leadership Style variable shows a valid result because r is calculated $>$ from the r table. No questionnaire stated *negative* (invalid) because R-count $>$ 0.312).

Validity Test of Work Discipline Variables (X2)

Table 2. Results of the Validity Test of Work Discipline Variables (X2)

X2	r-count	r-table	Information
X2.1	0,814	0,312	Valid
X2.2	0,855	0,312	Valid
X2.3	0,868	0,312	Valid
X2.4	0,849	0,312	Valid
X2.5	0,832	0,312	Valid
X2.6	0,887	0,312	Valid
X2.7	0,823	0,312	Valid
X2.8	0,904	0,312	Valid
X2.9	0,846	0,312	Valid
X2.10	0,897	0,312	Valid
X2.11	0,893	0,312	Valid

Source: Primary data processed, 2025

Based on the table above (which can be seen more fully in Appendix 4) that each question on the Work discipline variable shows a valid result because r calculates $>$ of r table. No questionnaire was declared *negative* (invalid) because r -count $>$ 0.312).

Work Environment Variable Validity Test (X3)

Table 3. Work Environment Validity Test Results (X3)

X3	r-count	r-table	Information
X3.1	0,704	0,312	Valid
X3.2	0,869	0,312	Valid
X3.3	0,825	0,312	Valid
X3.4	0,833	0,312	Valid
X3.5	0,871	0,312	Valid
X3.6	0,792	0,312	Valid

Based on that each query environment variable shows a valid result because r calculates $>$ of r table. No questionnaire was declared *negative* (invalid) because r -calculated $>$ 0.312).

Source: Primary data processed, 2025

Validity Test of Employee Performance Variables (Y)

Table 4. Results of the Employee Performance Validity Test (Y)

Y	r-count	r-table	Information
Y1	0,801	0,312	Valid
Y2	0,839	0,312	Valid
Y3	0,846	0,312	Valid
Y4	0,870	0,312	Valid
Y5	0,797	0,312	Valid
Y6	0,802	0,312	Valid
Y7	0,910	0,312	Valid

Y8	0,787	0,312	Valid
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Source: Primary data processed, 2025

Based on the table above, each question on the employee's performance variable shows a valid result because r calculates $>$ from the r table. No questionnaire was declared *negative* (invalid) because r -count $>$ 0.312).

Reliability Test

Table 5. Reliability Test Results

Variabel	Cronbach Alpha	Information
Leadership Style	0,941	Reliabel
Work Discipline	0,971	Reliabel
Work Environment	0,929	Reliabel
Employee performance	0,959	Reliabel

Source: Primary data processed, 2025

Based on the table above, the reliability of the value of each variable is explained as follows:

1. The leadership style variable, has a *Cronbach* value of 0.941 or exceeds 0.60 which means that each question is reliable in measuring the leadership style variable. This shows that if the questions are asked repeatedly, the results will be consistent.
2. The work discipline variable has a *Cronbach* value of 0.971 or exceeds 0.60 which means that each question is reliable in measuring the work discipline variable. This shows that if the questions are asked repeatedly, the results will be consistent.
3. The variable influence of the work environment has a *Cronbach* value of 0.929 or exceeds 0.60 which means that each question is reliable in measuring the variables of the work environment. This shows that if the questions are asked repeatedly, the results will be consistent.
4. The employee performance variable has a *Cronbach* value of 0.959 or exceeds 0.60 which means that each question is reliable in measuring the performance variable. This shows that if the questions are asked repeatedly, the results will be consistent.

Classical Assumption Test Results

Normality Test

The normality test is performed to test whether in a regression model, an independent variable and a dependent variable have a normal or abnormal distribution. The results of the normality test can be seen in the following figure,

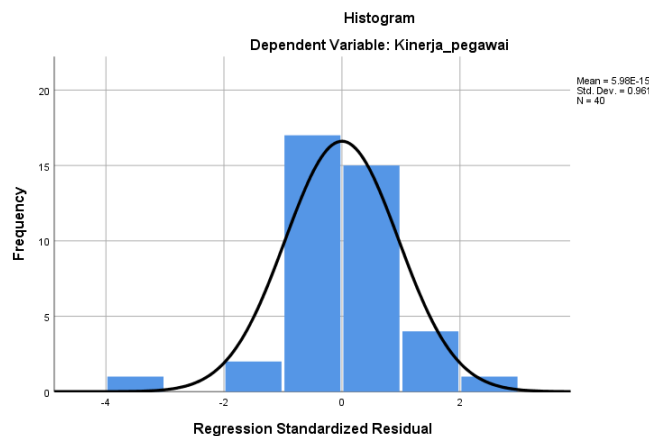


Figure 1. Histogram of Dependent Variables

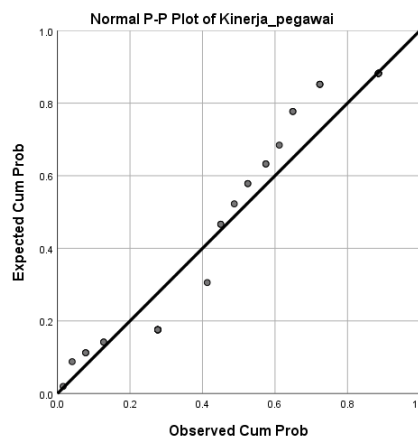


Figure 2. Normal Probability Plot

Pay attention to the histogram image and *the normal probability plot*. In the histogram of the distribution data, the residual value (*error*) shows a normal distribution (see bell-shaped image). Also in the normal probability plot for the *error distribution* (in the form of *dots*) is still around a straight line. Both of these things suggest that the regression model meets the assumption of normality, or that the residue of the model can be considered normally distributed.

Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds a correlation between independent variables. A good regression model should not have a correlation between independent variables (Sugiyono, 2016). Detection of the presence or absence of multicollinearity is by analyzing the correlation matrix of independent variables, it can also be done by looking at the tolerance value and the value of the variance inflation factor (VIF). A low tolerance value is equal to a high VIF value, because $VIF = 1/\text{tolerance}$ and indicates high collinearity.

Table 6. Multicollinearity Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.389	3.162		.439	.663		
	Gaya_kepemimpinan	.134	.142	.057	.942	.352	.431	2.322
	Disiplin_Kerja	.242	.129	.194	1.881	.068	.148	6.751
	Lingkungan_Kerja	1.580	.200	.749	7.885	.000	.175	5.706

a. Dependent Variable: Kinerja_pegawai

Source: Primary data processed, 2025

In the table above, it can be seen that the three variables have a VIF value of less than 10, which shows that there is no correlation between independent variables or the non-multicollinearity assumption is met.

Heteroscedasticity Test

The Heteroscedasticity test aims to test whether in the regression model there is an unevenness of variance from one residual observation to another. If the variance from residual is one observation to observation the others remain, then it is called Homoskedasticity and if it is different it is called Heteroscedasticity. A good regression model is one that has homoskedasticity or heteroscedasticity does not occur (Ghozali, 2009). The detection of the presence or absence of heteroscedasticity can be done by looking at the presence or absence of certain patterns on the scatterplot chart, on the basis of analysis that if there is a certain pattern, such as existing points forming a certain pattern that is regular (wavy, widening and then narrowing), then it indicates that heteroscedasticity has occurred. If there is no clear pattern, as well as the dots spread above and below the number 0 on the Y axis, then heteroscedasticity does not occur.

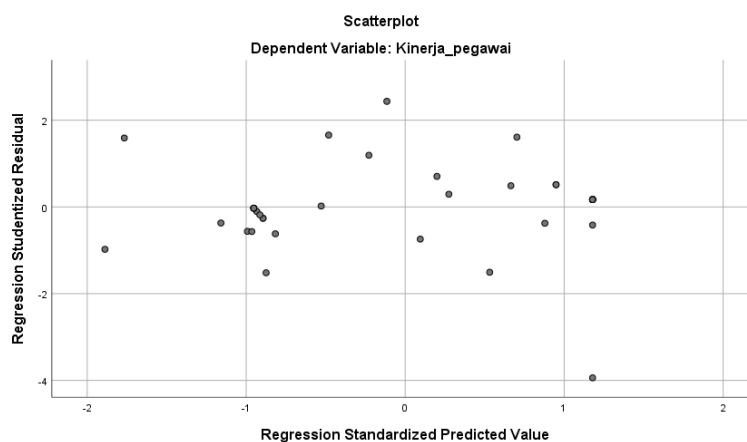


Figure 3. Heteroscedasticity Test Results

In the image above, it can be seen that each observation point spreads out and does not form a pattern, so it can be concluded that there is no heteroscedasticity in the residual.

Multiple Linear Regression Test Results

Table 7. Multiple Linear Regression Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.389	3.162		.439	.663
	Gaya_kepemimpinan	.134	.142	.057	.942	.352
	Disiplin_Kerja	.242	.129	.194	1.881	.068
	Lingkungan_Kerja	1.580	.200	.749	7.885	.000

a. Dependent Variable: Kinerja_pegawai

Source: Primary data processed, 2025

The results of the multiple linear regression test in table 5.17 above, obtained a constant value (a) of 3.162, meaning that the employee performance variable has a value of 3.162 when the variables of leadership style, work discipline and work environment are still constant. Then when the leadership style variable increases by one point, it will bring a change in the increase in employee performance variables by the value of the regression coefficient (b1), which is 0.134 points. When the work discipline variable increases by one point, it will bring a change in the increase in the employee performance variable by the value of the regression coefficient (b2), which is 0.242 points. When the work environment variable increases by one point, it will bring an increase in the employee performance variable by the value of the regression coefficient (b3), which is 1.58 points.

Correlation Coefficient (R) and Coefficient of Determination (R2)

The coefficient of determination (R2) essentially measures how far a model is able to explain variations in dependent variables. The value of the coefficient of determination is between zero and one. A small R2 value means that the ability of independent variables to explain the variation of dependent variables is very limited. A value close to one means that independent variables provide almost all the information needed to predict the variation of dependent variables.

**Table 8. Determination Coefficient Test Results
Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.971 ^a	.943	.938	1.760

a. Predictors: (Constant), Lingkungan_Kerja, Gaya_kepemimpinan, Disiplin_Kerja

b. Dependent Variable: Kinerja_pegawai

Source: Primary data processed, 2025

Based on the table above, a correlation coefficient (R) with a value of 0.971 with a coefficient interval of 0.943 was obtained, which means that the relationship of independent variables to dependents is very strong. Meanwhile, the value of the regression coefficient (R-square) is 0.938 so that it can be stated that around 80% of the total independent variables affect dependent variables while the remaining 20% are influenced by other independent variables, in addition to leadership style, work discipline and work environment.

Partial Significance Test (Statistical T-Test)

The t-test or partial significance test basically proves how far the effect of one explanatory or independent variable is in an individual way in explaining the alteration of the dependent variable. This test is carried out using the following assumptions:

1. Ho: $b = 0$ means that there is no significant relationship between independent variables and Employee Performance.
2. Ha: $b > 0$ means that there is a significant relationship between independent variables on Employee Performance.

So the ttable obtained is 2.028. The value of the table will be used to test the significance of the influence of leadership style, work discipline and work environment on employee performance. The results of the partial significance test are shown in the following table,

**Table 9. T-Test Result
Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.389	3.162		.439	.663
	Gaya_kepemimpinan	.134	.142	.057	.942	.352
	Disiplin_Kerja	.242	.129	.194	1.881	.068
	Lingkungan_Kerja	1.580	.200	.749	7.885	.000

a. Dependent Variable: Kinerja_pegawai

Sumber: Data primer yang diolah, 2025

Based on the table above, it can be seen that the three independent variables are significant with a real level of 5% or 0.05, which can be seen in the significance level column.

1. Based on the table above, the value of the coefficient is marked positive which shows that there is a positive influence on the relationship between leadership style variables on employee performance. In addition, there was a significant influence between the leadership style variable on the employee performance variable, which was shown at a significance value of 0.005 or less than 0.05 and t calculated $2.995 > 2.028$
2. Based on the table above, the coefficient value is positive which shows that there is a positive influence on the relationship between work discipline variables on employee performance. In addition, there is a significant influence between work discipline variables on employee performance, which is shown at a significance value of 0.019 or less than 0.05 and t count $2.464 > 2.028$
3. Based on the table above, the coefficient value is positive which shows that there is a positive influence on the relationship between work environment variables on employee performance. In addition, there was a significant influence between the variables of the work environment on the variables of employee performance which was shown at a significance value of 0.002 or less than 0.05 and t calculated $3.352 > 2.028$.

Simultaneous Significance Test (Statistical Test F)

The F test is an independent variable test to look at the significance of the consequences of independent variables in a joint or simultaneous way to dependent variables. This test is carried out using the following assumptions:

1. $H_0: b_1 = b_2 = 0$ is that there is no significant influence between independent variables on dependent variables.
2. $H_a: b_1 \neq b_2 \neq 0$ is that there is a significant influence between independent variables and dependent variables.

Increase the confidence of this test using 0.05 (95%) and the number of respondents (n), the number of variables (k) then the degree of freedom (df) = (n-k); (k-1) = (36); (3), then the F of the table is 2.87.

Table 10. F Test Result ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1846.129	3	615.376	198.738	.000 ^b
	Residual	111.471	36	3.096		
	Total	1957.600	39			

a. Dependent Variable: Kinerja_pegawai

b. Predictors: (Constant), Lingkungan_Kerja, Gaya_kepemimpinan, Disiplin_Kerja

Source: Primary data processed, 2025

Based on the table above, it can be seen that the value of F is 198.738 so that the value of F is calculated to be greater than the F of the table of 2.87 which means that it is significant so that the hypothesis is accepted. This shows that Leadership Style, work discipline and work environment simultaneously affect the performance of employees of Lontong Pancur Village, Pangkalbalam District, Pangkalpinang City.

Discussion

Based on the results of data processing, it can be found that Leadership style has a positive and significant effect on employee performance, this has a significant influence between the Leadership Style variable on the employee performance variable, which is shown in the significance value of t calculated $9.42 > 2.028$ (t table) and the results of the study indicate that the higher the number of leadership styles given, the higher the employee performance.

Based on the results of data processing, it is known that leadership style has a real and significant influence on employee performance. The possible cause of what happened is: employees know exactly what the leader wants. This means that the leadership style greatly affects employee performance. The assessment of employee discipline based on norms, organizational rules and the ability of employees to carry out their duties is considered appropriate and needs to be maintained.

The results of this study are in accordance with Arsul et al. (2021) stating that work discipline is influential and significant on employee performance. According to him, the process of leadership style is important for every agency or company in running the wheels of its organization, at least this leadership style is one of the activities that must be a concern in managing every job. The better the leadership style, the performance increases because the process in the team when working so that the work can be completed properly.

Based on the results of data processing, it can be found that there is a significant influence between work discipline variables on employee performance variables, which is shown in the significance value of t calculated $18.81 > 2.028$ (t table) and the results of the study indicate that the higher the employee's work discipline, the employee performance increases.

This means that work discipline affects employee performance, for superiors what is much more important is the achievement of maximum service in accordance with expectations. The assessment of employee discipline based on the norms, organizational rules and the ability of employees to carry out their duties is considered appropriate and needs to be maintained (Alkhayyal & Bajaba, 2023; Setiawan et al., 2022). Work discipline is needed to encourage service to the community in Lontong Pancur Village.

Based on the results of data processing, it can be found that there is a significant influence between the variables of the work environment on the employee performance variables which are shown in the significance value of t calculated $78.85 > 2.028$ (t table) and the results of the study indicate that the higher or better the work environment given, the higher and better the employee performance.

With a decent and good work environment, they hope to be able to meet the needs and comfort in working in their work area, such as the need for harmonious communication and interaction between employees, both leaders and subordinates, as well as comfortable and conducive working conditions without any noise or noise that can interfere with concentration and focus on working to complete the tasks given (Ghashghaeizadeh, 2020). Therefore, the employees of each task force must pay attention to it in such a way that the work environment provided can meet the needs and comfort of their employees (Sanjani, 2024). This has a strong effect because if the work environment of employees cannot be met, it will reduce their productivity and employee performance will also decrease. Providing a good and decent work environment is very necessary so that employees will feel cared for by the task force. In general, employees will try to do their best for the task force, so that the increase in their accumulated work will increase the productivity of the task force and the goals of the task force will be achieved.

Based on the results of data processing, it can be found that there is a significant influence between work environment variables on employee performance variables as shown in the F value of 198.738 with the F table value of 2.87 so that the calculated F value is greater than the F of the table which means that the hypothesis is accepted. This shows that leadership style, work discipline and work environment simultaneously affect the performance of employees of Lontong Pancur Village, Pangkalbalam District, Pangkalpinang City and the results of the study indicate that the higher or better the leadership style, work discipline and work environment provided, the higher and better the employee performance.

CONCLUSION

Based on the findings of this study, it can be concluded that leadership style, work discipline, and work environment have a positive and significant impact on employee performance at Kelurahan Lontong Pancur, Pangkalbalam District, Pangkalpinang City. Specifically, leadership style was found to significantly influence employee performance, with the establishment of a motivating and task-oriented leadership approach being crucial. Additionally, work discipline and a conducive work environment also significantly enhance employee performance, contributing to a more productive workforce. However,

the study also highlighted some limitations, such as challenges in ensuring focused responses from participants due to their concurrent work duties and time constraints during the survey period. Future research could address these limitations by ensuring better conditions for respondents and potentially exploring additional variables, such as work motivation, to further understand employee performance. Furthermore, using advanced data analysis tools like SmartPLS could provide deeper insights by comparing theoretical constructs with respondents' perceptions. These improvements would help refine the understanding of the factors influencing employee performance in local government settings.

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