

The Influence of Leadership, Work Discipline, and Work Environment on Employee Performance at Pangkalbalam District, Pangkalpinang City, Bangka Belitung Islands Province

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Abstract

Introduction/Main Objectives: This study examines the determinants of employee performance in a government sub-district office, focusing on leadership, work discipline, and work environment as key antecedents within the context of Pangkalbalam District, Pangkalpinang City.

Background Problems: Employee performance at Pangkalbalam District has declined, indicated by reduced service quality, low punctuality, and increasing unexcused absences. Preliminary observations suggest ineffective leadership, deteriorating discipline, and an uncomfortable non-physical work environment. The research questions examine how leadership, work discipline, and work environment individually and simultaneously influence employee performance.

Research Methods: A quantitative approach with a cross-sectional design was employed. Primary data were collected using structured Likert-scale questionnaires distributed to all 30 employees (saturated sampling). Multiple linear regression analysis with SPSS was conducted, supplemented by classical assumption tests (normality, heteroscedasticity, multicollinearity).

Finding/Results: Simultaneously, all three variables significantly influence employee performance ($F = 20.397$; $\text{sig} = 0.000$). Partially, leadership has a positive significant effect ($t = 3.366$; $\text{sig} = 0.002$), work discipline has a positive significant effect ($t = 2.714$; $\text{sig} = 0.012$), and work environment has the strongest positive significant effect ($t = 5.553$; $\text{sig} = 0.000$). The regression equation is $Y = -7.718 + 0.419X_1 + 0.256X_2 + 0.787X_3$.

Conclusion: Leadership, work discipline, and work environment simultaneously and partially significantly influence employee performance at Pangkalbalam District. The work environment is the most dominant factor. District management should improve facilities, enforce clear disciplinary rules with fair sanctions, and develop effective leadership through personal approaches and constructive feedback.

Keywords: Leadership; work discipline; work environment; employee performance; government sub-district



Introduction

Government organizations or institutions are responsible for serving community needs in their respective fields. A sub-district is an administrative region that serves as an extension of the regency or city government. According to Nur et al. (2024), almost all existing institutions, whether government, private, or other organizations that employ workers or employees, are the most important assets that must be developed and maintained. Therefore, offices engaged in services that desire effective employee performance are required to optimize employee performance. One approach to improving employee performance can be done through leadership practices oriented toward people (relationships) and encouraging employee motivation to achieve higher and more directed achievements.

A government organization certainly desires quality employees. This can be achieved if the organization pays attention to several factors related to employee performance. Employee performance is the quality and quantity of work results achieved by an employee in carrying out their duties according to the responsibilities given to them (Mangkunegara, 2002). Arisanti et al. (2019) also define employee performance as the quality and quantity of work results achieved by employees to carry out their duties according to given responsibilities. Almaududi et al. (2021) interpret performance as results achieved by someone in carrying out tasks based on skills, experience, sincerity, and time according to predetermined standards and criteria.

The phenomenon at the Pangkalbalam District Government is reflected in the 2024 Employee Performance Evaluation Results. These results show ineffective leadership, declining employee discipline, and an unsupportive work environment, ultimately affecting the decline in employee performance. The performance of sub-district office employees needs attention as it impacts the declining services provided to the community.

Several variables influence employee performance. First, leadership is a science that studies how to guide, influence, and monitor employees so they perform work according to planned instructions (Fahmi, 2016). According to Kartika (2014), leadership is closely related to the management system applied in institutions or organizations to create effective and optimal employee performance. Every leader always desires good work results from their members. To achieve this, appropriate leadership is needed. Appropriate leadership can improve employee performance in achieving goals according to established work plans. According to Wirjana and Susilo (2015), leadership is a way carried out by leaders in an organization to influence employee behavior to work together and work productively to achieve organizational goals. Based on field observations, the decline in employee performance at Pangkalbalam District is indicated because the leader is less firm and lacks personal approaches in providing encouragement to employees.

Second, work discipline according to Panuluh (2019) is a person's behavior that follows rules, work procedures, behavior, attitudes, and actions that comply with organizational regulations, both written and unwritten. Rivai (2010) states that work discipline is a tool used by managers to communicate with employees so they are willing to change behavior and as an effort to increase awareness and willingness to obey all company regulations and applicable social norms. With good work discipline, high motivation possessed by employees is reflected. Attendance data at Pangkalbalam District shows that unexcused absences and lateness over three months (September, October, November 2025) have increased. Based on information gathered by researchers during initial observations, employees who are absent or late only receive verbal warnings from the leader.

Third, the work environment, according to Sedarmayanti (2011), is a condition that enables employees to carry out activities well, so that optimal results are achieved when supported by an appropriate work environment condition. A work environment condition is said to be good

or appropriate if humans can carry out their activities optimally, healthily, safely, and comfortably. According to Danang Sunyoto (2012), the work environment is everything around workers that can affect them in carrying out assigned tasks. The non-physical work environment at the Pangkalbalam District Office is uncomfortable, causing less harmonious relationships among employees. Employees who do not comply with rules affect discomfort in the work environment. This triggers low discipline problems among employees, negatively impacting productivity and public service quality. Punctuality and adherence to working hours are strongly influenced by leadership quality (Refra, 2021). Consistent attendance reflects employee responsibility and commitment to their duties and functions. Conversely, high absenteeism can hinder public service processes and reduce organizational productivity.

Previous research has shown inconsistent findings. Hisan & Nurhidayati (2023) found a significant influence of leadership on employee performance, supported by Setiamy (2021) and Hidayat et al. (2022). However, Sumartini (2025) found that leadership does not significantly affect employee performance. Regarding work discipline, Hisan & Nurhidayati (2023) found a positive significant effect, while Soden et al. (2023) found no significant effect. For the work environment, Nugroho & Tahwin (2022) found a non-significant effect, whereas Pohan (2023) found a positive but non-significant effect. These inconsistencies create a research gap.

Based on this background, this study formulates the following hypotheses:

- **H1:** Leadership has a significant effect on employee performance at Pangkalbalam District.
- **H2:** Work discipline has a significant effect on employee performance at Pangkalbalam District.
- **H3:** Work environment has a significant effect on employee performance at Pangkalbalam District.
- **H4:** Leadership, work discipline, and work environment simultaneously have a significant effect on employee performance at Pangkalbalam District.

The conceptual framework is presented in Figure 1.

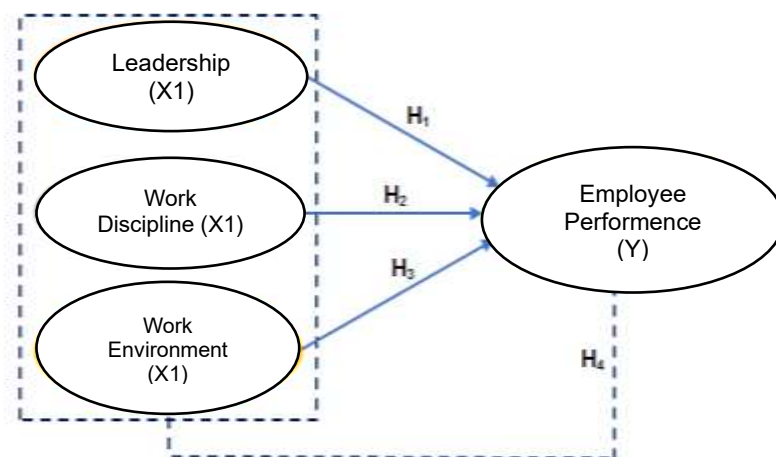


Figure 1. Conceptual Framework

Source: Developed for research, 2025

Research Methods

This study employs a quantitative approach with an explanatory research design. The research was conducted at Pangkalbalam District, Pangkalpinang City, Bangka Belitung Islands Province, located at Lontong Pancur, Pangkalbalam District, Pangkalpinang City, Postal Code 33172. The research activities took place from November to December 2025.

The population comprised all employees at Pangkalbalam District, totaling 30 individuals. The sampling technique used was saturated sampling (non-probability sampling), where all population members were used as samples. Thus, the sample size was 30 employees.

Variables were defined operationally as follows:

- **Employee Performance (Y):** Work results achieved by employees in carrying out their duties, evaluated by performance levels. Indicators (Afandi, 2016) include: good performance (quantity and quality), efficiency, initiative and creativity, thoroughness and honesty.
- **Leadership (X1):** The process of influencing or giving examples to followers to achieve organizational goals. Indicators (Kartono, 2008) include: ability to communicate, control subordinates, motivate, make decisions, control emotions, and take responsibility.
- **Work Discipline (X2):** Organizational standards implemented for work activities. Indicators (Sutrisno, 2019) include: arriving on time, obeying rules, leader's example, supervision, firmness, legal sanctions.
- **Work Environment (X3):** A series of factors affecting human resource management functions, consisting of internal factors. Indicators (Budiasa, 2021) include: work atmosphere, relationships with coworkers, availability of facilities or work equipment.

All variables were measured using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire consisted of multiple statements distributed across the four variables.

Data analysis was conducted using SPSS software. The analysis stages included:

1. Classical assumption tests: normality (Kolmogorov-Smirnov and P-P plot), heteroscedasticity (Glejser/Breusch-Pagan), and multicollinearity (Tolerance and VIF).
2. Multiple linear regression analysis with the model: $Y = a + b_1X_1 + b_2X_2 + b_3X_3$.
3. Hypothesis testing: partial t-test and simultaneous F-test at $\alpha = 0.05$ significance level.

Result

Respondent Profile

All 30 employees of Pangkalbalam District participated as respondents (100% response rate). The respondent characteristics are not detailed in the original manuscript but represent the entire population.

Classical Assumption Tests

Normality Test

Figure 2 shows the Probability Plot (P-P Plot) of regression standardized residuals.

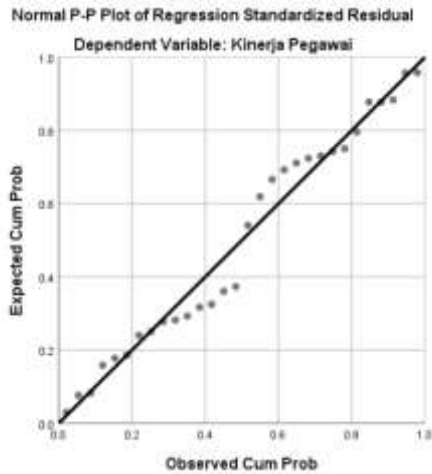


Figure 2. Normal Probability Plot (P-P Plot)

The points follow the diagonal line, indicating normally distributed residuals. This is confirmed by the Kolmogorov-Smirnov test in Table 1.

Table 1. Normality Test (Kolmogorov-Smirnov)

One-Sample Kolmogorov-Smirnov Test		Unstandardize d Residual
N		30
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.53606203
Most Extreme Differences	Absolute	.134
	Positive	.134
	Negative	-.108
Test Statistic		.134
Asymp. Sig. (2-tailed)		.180 ^c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Source: Primary data processed, 2025

The significance value (0.180) > 0.05, so residuals are normally distributed.

Heteroscedasticity Test

Figure 3 presents the scatterplot of predicted values vs. studentized residuals.

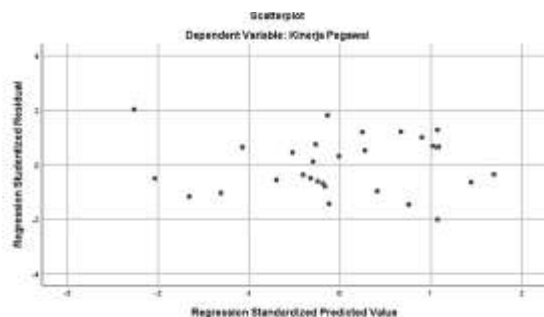


Figure 3. Heteroscedasticity Scatterplot

The points are randomly scattered without a specific pattern. The Breusch-Pagan test (Table 2) shows significance values of 1.000 for all variables (> 0.05), so no heteroscedasticity.

Table 2. Breusch-Pagan Test Results

Model	Coefficients ^a		Standardized Coefficients	t	Sig.
	Unstandardized Coefficients B	Std. Error			
1 (Constant)	-1.421E-15	4.533		.000	1.000
Leadership	.000	.124	.000	.000	1.000
Discipline	.000	.094	.000	.000	1.000
Work Environment	.000	.142	.000	.000	1.000

Source: Primary data processed, 2025

Multicollinearity Test

Table 3. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Leadership	.992	1.008
Discipline	.898	1.114
Work Environment	.892	1.122

Source: Primary data processed, 2025

All VIF values < 10 and Tolerance > 0.10, so no multicollinearity.

Multiple Linear Regression Analysis

Table 4. Regression Coefficients

Model	Unstandardized Coefficients	
	B	Std. Error
1 (Constant)	-7.718	4.533
Leadership	.419	.124
Discipline	.256	.094
Work Experience	.787	.142

Source: Primary data processed, 2025

The regression equation is:

$$Y = -7.718 + 0.419X_1 + 0.256X_2 + 0.787X_3$$

- Constant (-7.718): When all independent variables are zero, employee performance is -7.718.

- Leadership coefficient (0.419): Each one-unit increase in leadership increases performance by 0.419.
- Discipline coefficient (0.256): Each one-unit increase in discipline increases performance by 0.256.
- Work Environment coefficient (0.787): Each one-unit increase in work environment increases performance by 0.787 (strongest influence).

Hypothesis Testing (t-Test)

Table 5. Partial Test (t-Test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-7.718	4.533		-1.703	.101
Leadership	.419	.124	.362	3.366	.002
Discipline	.256	.094	.307	2.714	.012
Work Environment	.787	.142	.630	5.553	.000

Source: Primary data processed, 2025

- Leadership: $t = 3.366 > t\text{-table} (2.056)$, $sig = 0.002 < 0.05 \rightarrow H1$ accepted.
- Discipline: $t = 2.714 > 2.056$, $sig = 0.012 < 0.05 \rightarrow H2$ accepted.
- Work Environment: $t = 5.553 > 2.056$, $sig = 0.000 < 0.05 \rightarrow H3$ accepted.

Simultaneous Test (F-Test)

Table 6. ANOVA (F-Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	161.042	3	53.681	20.397	.000 ^b
	Residual	68.425	26	2.632		
	Total	229.467	29			

a. Dependent Variable: Kinerja Guru

b. Predictors: (Constant), Kompetensi, Disiplin, Kreativitas

Source: Primary data processed, 2025

F-calculated = 20.397 > F-table (approx. 2.98), sig = 0.000 < 0.05 → H4 accepted. Simultaneously, leadership, work discipline, and work environment significantly affect employee performance.

Discussion

The Influence of Leadership on Employee Performance

The analysis shows that leadership significantly affects employee performance at Pangkalbalam District. This means that better leadership improves employee performance. Effective leadership motivates and inspires employees to work better, increases trust and commitment, and creates a positive and productive work environment. Leaders can improve performance by leading by example, providing constructive feedback, and offering opportunities for employee development.

This finding supports Majidah et al. (2020), Setiamy (2021), and Hidayat et al. (2022), but contradicts Sumartini (2025).

The Influence of Work Discipline on Employee Performance

Work discipline has a significant positive effect on employee performance. Better discipline significantly improves performance. Good discipline is an important factor in improving performance. District leaders can enhance performance by establishing clear rules, providing fair sanctions, and rewarding disciplined employees.

This result aligns with Pohan (2023) and Hisan & Nurhidayati (2023), but contradicts Soden et al. (2023).

The Influence of Work Environment on Employee Performance

The work environment significantly affects employee performance. A comfortable and supportive work environment improves performance. Among the three variables, the work environment has the strongest influence (Beta = 0.630). Leaders need to pay attention to facilities, security, and interpersonal relationships to create a positive and productive environment.

This finding supports Nugroho & Tahwin (2022), but contradicts Pohan (2023) who found a non-significant effect.

Simultaneous Influence of Leadership, Work Discipline, and Work Environment on Employee Performance

All three variables simultaneously have a significant effect on employee performance (F = 20.397, sig = 0.000). This means that leadership, work discipline, and work environment together are important determinants of performance. District leaders must pay attention to and improve all three factors. This result is consistent with Pohan (2023) and Soden (2023).

Conclusion

Based on the results and discussion, the following conclusions are drawn:

1. Leadership has a significant positive effect on employee performance at Pangkalbalam District, Pangkalpinang City, Bangka Belitung Islands Province. H1 is accepted.
2. Work discipline has a significant positive effect on employee performance. H2 is accepted.

3. Work environment has a significant positive effect on employee performance and is the most dominant variable. H3 is accepted.
4. Simultaneously, leadership, work discipline, and work environment have a significant effect on employee performance. H4 is accepted.

Implications and Suggestions

- For further research, these findings can serve as references for deeper theoretical development. Future studies should reduce response bias by improving questionnaire clarity and relevance, conduct pre-testing, and collaborate quantitative methods with qualitative approaches (interviews or focus groups) to gain more in-depth information.
- For Pangkalbalam District management: improve leadership effectiveness through personal approaches and constructive feedback; enforce clear disciplinary rules with consistent sanctions and rewards; and enhance the work environment, especially non-physical aspects such as harmonious relationships among employees, as well as physical facilities.

Limitations

This study uses a saturated sample of only 30 respondents from one sub-district, limiting generalizability. The cross-sectional design captures only one point in time, and the sole reliance on questionnaires may not capture deeper qualitative nuances.

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