Published by Amerta Foundation Human Superior

DOI: 10.65246

p-ISSN 3063-9840 | e-ISSN 3063-8194

GoodWill Journal of Economics, Management, and Accounting

journal homepage: https://jurnal.amertainstitute.com/index.php/GoodWill/index



Influence Leadership and the Environment Work on Employee Performance at Diskoperindag Gresik Regency

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ARTICLE INFO

Keywords:
Employee Performance; Management Source Power Humans; Leadership; Local Government; Environment Work.

Publication History:
Received: 20 April 2026
Screening: 20 May 2026
Review: 21 July 2026
Revision requested: 26 July 2026
Revised: 20 August 2026
Accepted: 30 October 2026

ABSTRACT

This study aims to analyze the influence of leadership and work environment on employee performance at the Department of Cooperatives, Micro Enterprises, Industry, and Trade (Diskoperindag) of Gresik Regency, both partially and simultaneously. This study uses a quantitative correlational approach. The study population consisted of 140 employees (60 civil servants and 80 non-civil servants), with 58 respondents selected through *proportionate stratified random sampling* using the Slovin formula. Data were collected through questionnaire Likert scale, interviews, studies library, and observation. Analysis techniques includes validity and reliability tests, assumption tests classical, multiple linear regression, t-test, F-test, and coefficient determination, with use device SPSS 22 software. Findings study show that (1) leadership influential positive and significant in a way partial to performance employees ($t=2.515 > 2.004$; $\beta=0.047$); (2) environment Work influential positive and significant in a way partial to performance employees ($t=5.520 > 2.004$; $\beta=0.311$); and (3) leadership and environment Work influential in a way simultaneous to performance employees ($F=16.752 > 3.17$), with contribution combination of 35.6% (Adjusted $R^2 = 0.356$). The remainder 64.4 % is explained by other factors outside the research model. Leadership and environment Work is predictor important for performance employees in agencies government area. Environment Work appear as factors that provide contribution dominant to performance employees at Diskoperindag Gresik Regency.

1. Introduction

Human resources (HR) constitute one of the most vital and strategic elements of organizations in both the private and public sectors (Umar et al., 2025). As a strategic organizational asset, human resources determine organizational success through the skills, knowledge, and experience required to optimize goal achievement (Agung Widarman et al., 2020). Employees who feel valued, supported, and empowered within their work environment tend to demonstrate stronger loyalty and organizational commitment, ultimately contributing to institutional sustainability. Wibowo et al. (2026) found that strategic human resource management practices, including employee development, recognition, and fair compensation, are significantly associated with improved organizational performance (Andriani Devi et al., 2024). These findings highlight the importance of effective human resource management in improving employee performance, particularly in public sector institutions that are responsible for delivering services and fulfilling administrative obligations. In this context, leadership and the work environment are important organizational factors that may influence employee performance and the achievement of institutional objectives.

At the local level, the Gresik Regency Cooperatives, Micro, Industry, and Trade Office (Diskoperindag Gresik), as a Regional Apparatus Organization (Organisasi Perangkat Daerah/OPD), plays a strategic role in developing the cooperative, micro-enterprise, trade, and industrial sectors in Gresik Regency, Indonesia. As a government institution, Diskoperindag Gresik is responsible for implementing its organizational functions and preparing periodic performance reports. One important indicator used to assess employee

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performance and work discipline is employee attendance. Krhistian and Sohilauw (2025) explain that high attendance levels reflect employee commitment and responsibility, whereas high absenteeism may indicate underlying performance problems (Hidayat, 2023). Attendance is therefore relevant to evaluating employee discipline and identifying potential organizational challenges that may affect the effectiveness of public service delivery.

The 2023 employee attendance recapitulation at Diskoperindag Gresik revealed a decline in attendance during several months in the first and second quarters. This phenomenon warrants further investigation because reduced employee attendance may disrupt the continuity of administrative activities, limit the effectiveness of task implementation, and potentially affect the quality of services provided to cooperatives, micro-enterprises, and trade stakeholders. These implications make employee performance an important organizational concern, particularly in government institutions whose responsibilities are closely connected to public service delivery (Fachrezi Hakim & Hazmanan, 2024). Nevertheless, attendance records alone cannot fully explain the factors underlying employee performance. Consequently, examining organizational factors, particularly leadership and the work environment, is necessary to obtain a more comprehensive understanding of the performance challenges experienced by employees at Diskoperindag Gresik.

Leadership is an important factor in shaping employee behavior, interpersonal relationships, and organizational performance. Within Diskoperindag Gresik, leadership dynamics constitute a relevant issue because the institution has experienced several leadership changes resulting from official transfers over a period of less than ten years. Each head of department and division head who has served during this period has demonstrated different leadership characteristics, potentially influencing employee relationships, work practices, and performance expectations (Andi et al., 2026). Icha et al. (2026) explain that leadership transfers can affect interpersonal relationships within organizations. Furthermore, Icha et al. (2026) emphasize that disruptions in workplace relationships resulting from leadership changes may generate uncertainty, conflict, and shifts in work dynamics that subsequently affect employee performance. These conditions suggest that leadership continuity and the ability of leaders to manage organizational transitions are important considerations in understanding employee performance at Diskoperindag Gresik.

In addition to leadership, the work environment is another organizational factor that may influence employee performance (Ni Kadek et al., 2022). The work environment encompasses physical conditions, such as office layout, lighting, temperature, and noise, as well as non-physical conditions, including organizational culture, communication, and social support. Both dimensions can shape employees' comfort, motivation, and ability to perform their assigned responsibilities effectively (Lukman et al., 2026). At Diskoperindag Gresik, the physical work environment presents a particular contextual consideration because the office building has not undergone major renovations during the past ten years. This situation is associated with the building's integrated use with another government agency, which limits the institution's authority to undertake renovations. Such physical constraints raise questions about the extent to which the existing work environment supports employee performance. However, the influence of the work environment cannot be assumed solely from its physical conditions because non-physical aspects may also contribute to employees' work experiences and effectiveness.

Previous studies have reported inconsistent findings regarding the relationship between the work environment and employee performance. Luqmanul et al. (2026) and Aswaruddin et al. (2024) concluded that the work environment does not have a statistically significant influence on employee performance. These findings indicate that the relationship may vary across organizational settings and that the contribution of the work environment requires further examination. Combined with the leadership changes experienced by Diskoperindag Gresik and the observed decline in employee attendance, these inconsistencies provide a basis for investigating the relationships among leadership, the work environment, and employee performance within this particular public sector institution. The research gap lies in the need to examine these factors jointly in the context of a regional government agency characterized by recurring leadership

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transitions and physical workplace constraints. The findings of previous studies regarding the work environment also establish an empirical gap that warrants further investigation. Accordingly, this study seeks to provide context-specific evidence concerning the individual and simultaneous effects of leadership and the work environment on employee performance.

Based on these considerations, the research problem is formulated into three specific questions: (1) Does leadership influence the performance of employees at Diskoperindag Gresik? (2) Does the work environment influence the performance of employees at Diskoperindag Gresik? and (3) Do leadership and the work environment simultaneously influence employee performance at Diskoperindag Gresik? In accordance with these research questions, this study aims to analyze the effect of leadership on employee performance, examine the effect of the work environment on employee performance, and determine the simultaneous effect of both variables on employee performance at Diskoperindag Gresik.

Theoretically, this study is expected to enrich the literature on public sector human resource management by providing empirical evidence concerning the determinants of employee performance within a regional government organization. Specifically, it contributes to the discussion of leadership and work environment factors in an institutional context characterized by leadership transitions and limitations in physical workplace improvements. Practically, the findings are expected to provide a strategic reference for the management of Diskoperindag Gresik and other regional government organizations in Gresik Regency when formulating human resource management policies, strengthening leadership practices, and improving workplace conditions to support employee performance. The novelty of this study lies in its integrated examination of leadership and the work environment as determinants of employee performance within the specific organizational context of Diskoperindag Gresik, thereby addressing the need for further evidence on these relationships in regional public sector institutions.

2. Literature Review

2.1. Foundation Conceptual and Theoretical

2.1.1. Leadership

Leadership originates from the word "lead," which means to direct, guide, and influence (Puji Dariani et al., 2025). Hersey and Blanchard, as cited in Nathasya (2024), define leadership as a process of influencing the activities of individuals and groups to achieve objectives. Ifnaldi et al. (2025) confirm that leadership is a process of directing and influencing members in various activities. Thus, leadership can be defined as a process of influencing, mobilizing, directing, encouraging, and inviting others to work together to achieve organizational objectives (Nurmeisya & Prayekti, 2023).

The role of leadership in institutional governance is crucial (Gusmery & Susanti, 2023). Effective leaders in the public sector must be capable of integrating strategic vision with public policy, communicating effectively, persevering under pressure, and establishing cooperation with external stakeholders. Muadin (2022) identifies eight leadership roles: integration, communication, product emphasis, fraternization, organization, evaluation, initiation, and domination.

Luqmanul et al. (2026) classify leadership into five types: autocratic, militaristic, paternalistic, charismatic, and democratic. Democratic leadership is considered the most appropriate for modern organizations because it prioritizes cooperation, welcomes suggestions, and harmonizes organizational interests with the personal interests of subordinates (Utami, 2024).

Setyorini (2021) formulated four leadership indicators that serve as references in this study: (a) direction, namely the leader's ability to provide clear, understandable, and achievable directions; (b) communication, namely the leader's ability to establish effective communication with subordinates; (c) decision-making, namely the leader's ability to delegate authority and responsibility to subordinates; and (d) motivation, namely the leader's ability to provide guidance, encouragement, and supervision.

2.1.2. Work Environment

The work environment encompasses everything surrounding employees that can influence their ability to perform their tasks (Ibrahim & Hasbullah, 2022). A positive work environment creates a comfortable, productive, and supportive atmosphere that enhances employee motivation and loyalty (Indriyani et al., 2024). Comfortable facilities,

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good interpersonal relationships, and fair management policies create an environment that stimulates productivity and creativity (Ibrohim & Anshori, 2025).

Okta (2025) classifies the work environment into two types: the physical work environment, which includes layout, lighting, temperature, noise, and facilities, and the non-physical work environment, which includes organizational culture, relationships among employees, communication, and social support. According to Dewi and Wibowo (2026), the elements of the physical work environment include coloring, lighting, air quality, noise, safety, and cleanliness. Meanwhile, the elements of the non-physical work environment encompass the work atmosphere, relationships between superiors and employees, relationships among colleagues at the same level, and cooperation among employees.

2.1.3. Employee Performance

Employee performance originates from the term job performance, which refers to the work achievements of an individual in carrying out assigned duties in accordance with the responsibilities entrusted to them (Soejarminto & Hidayat, 2022). Rosiawan et al. (2025) define performance as the result of a process that is assessed and measured over a specific period based on predetermined agreements. Performance refers to the work results achieved by an individual or group in pursuing organizational objectives legally, without violating the law or conflicting with moral and ethical principles (Hidayat, 2023).

Wibowo et al. (2025) formulated five employee performance indicators that serve as references in this study: (a) quality, referring to perceptions of the perfection of task completion; (b) quantity, referring to the amount of output produced; (c) timeliness, referring to the conformity of work completion with established time standards; (d) effectiveness, referring to the optimization of resource utilization; and (e) independence, referring to the ability to perform work functions independently.

2.2. Empirical Studies Review

Several empirical studies have examined the relationships among leadership, the work environment, and employee performance across various organizational contexts. Investigate companies in an industrial area in Karawang Regency and found that leadership had a partial influence of 30.2%, while the work environment had an influence of 44.6% on employee performance. The two variables had a simultaneous influence of 43.4%. In their study at the Cidahu District Office, Sukabumi Regency, found that leadership and the work environment simultaneously had a positive and significant influence of 83.5%.

In a study at CV Semangat Jaya, Pesawaran Regency, concluded that leadership and the work environment had significant partial and simultaneous effects on employee performance (sig. = 0.000 < 0.05). In a study at the Secretariat Office of the Regional House of Representatives (DPRD) of North Sumatra Province, confirmed the positive and significant effects of both variables on employee performance. West Sulawesi Provincial Disaster Management Agency using path analysis and found that leadership and the work environment influenced employee performance both directly and indirectly through work motivation.

In their study at the Election Supervisory Agency (Bawaslu) of the South Jakarta City Administration, found a positive and significant influence of leadership on employee performance. In their study at the Education and Culture Office of Bulukumba Regency, found that the work environment accounted for 53.6% of the influence on employee performance.

However, several studies have reported conflicting results. I0n a study at the Secretariat of the Regional House of Representatives (DPRD) of Madiun Regency, found that the work environment did not have a positive influence on employee performance. A study at the Regional Office of PT Bima Palma Nugraha, also found that the work environment did not influence employee performance. In their study at PT Jordan Bakery Tomohon, confirmed that the work environment did not have a significant influence on employee performance. Furthermore, in their study at PT Cladtek Bi-Metal Manufacturing Batam, found that leadership had a negative and statistically insignificant partial effect on employee performance.

In general, this empirical review reveals inconsistencies in previous research findings. Although most studies confirm significant positive relationships, several others report statistically

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insignificant effects or even negative relationships.

2.3. Identification of the Research Gap

Based on the synthesis of the conceptual foundations and empirical review presented above, several research gaps provide the basis for this study.

First, regarding inconsistencies in previous findings (research gap), substantial differences exist among studies concerning the direction and significance of the effects of leadership and the work environment on employee performance. These inconsistencies warrant further empirical investigation in different organizational contexts to strengthen the theoretical understanding of these relationships.

Second, regarding the research context, most previous studies have focused on private companies, including industrial, textile, automotive, and bakery businesses; legislative institutions, such as DPRD secretariats; supervisory institutions, such as Bawaslu; or technical agencies, such as disaster management agencies and education offices. In contrast, the Department of Cooperatives, Micro Enterprises, Industry, and Trade (Diskoperindag) at the regency level, which manages cross-sector government affairs involving cooperatives, micro-enterprises, industry, and trade, remains relatively underexplored.

Third, regarding leadership dynamics, government agencies experience personnel transfers as part of regional government organizational policies. Such changes may influence leadership practices, interpersonal relationships, and employee performance, making regional government agencies a relevant context for further investigation.

Fourth, regarding population composition, studies that proportionately examine heterogeneous employee populations comprising civil servants and non-civil servants distributed across several work divisions remain limited. Differences in employment status may influence employees' perceptions of leadership and the work environment, potentially producing different experiences and responses within the same organization.

Accordingly, the research gap addressed in this study concerns the limited empirical evidence regarding the effects of leadership and the work environment on employee performance within a regency-level government agency that integrates responsibilities for cooperatives, industry, and trade, particularly Diskoperindag Gresik. This study is designed to address these gaps while contributing to the resolution of inconsistencies in previous research findings.

2.4. Development of the Conceptual Framework

Based on the theoretical review and hypothesis development presented above, the conceptual framework of this study can be illustrated as follows. The independent variables, namely leadership (X1) and the work environment (X2), are hypothesized to influence the dependent variable, employee performance (Y), both partially (H1 and H2) and simultaneously (H3).

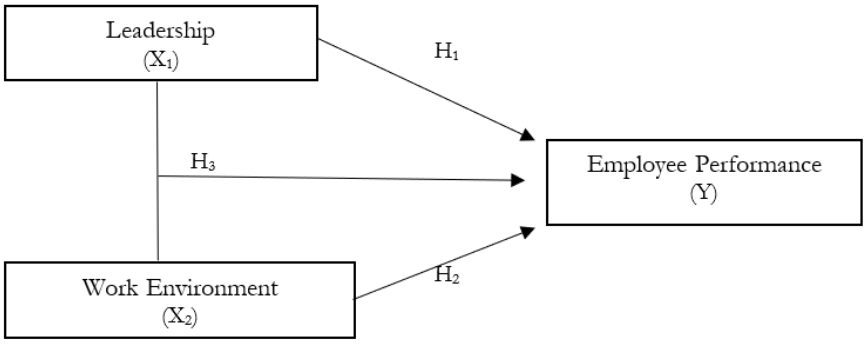


Fig. 1. Framework Conceptual

2.5. Hypotheses or Research Propositions

Based on description said, the hypothesis First formulated:

H1: Leadership (X_1) has a positive and significant effect on employee performance (Y).

H2: Work environment (X_2) has a positive and significant effect on employee performance (Y).

H3: Leadership (X_1) and work environment (X_2) simultaneously have a positive and significant effect on employee performance (Y).

3. Research Methods

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3.1. Research Design

This use type study correlational studies with approach quantitative research correlational aim evaluate connection statistics between two or more variables without intervene variables. The approach quantitative used For test hypothesis influence leadership and environment Work to performance employee in a way systematic and accurate with testing statistics (Sugiyono, 2021).

3.2. Research Context and Setting

Study it was held at the Department of Cooperatives, Micro, Industry and Trade (Diskopindag) of Gresik Regency, located at Jl. DR. Wahidin Sudiro Husodo No. 245, Kembangan, District Kebomas, Gresik Regency, East Java. Research implemented in 2026.

3.1. Population and Sample / Research Participants

Population in study This is all over employee Department of Trade and Industry Gresik Regency, which has 140 people, consists of 60 employees civil servant status and 80 employees status Non-PNS. Size sample determined use formula Slovin with level 10% error, so obtained sample as many as 58 respondents.

3.4. Sources and Data Collection

Taking technique sample use proportionate stratified random sampling, where sample taken in a way proportional from each field work at the Gresik Trade and Industry Office. Field work involved covering Field Trade, Field Cooperatives and Micro Enterprises, Industrial Sector, Sector Secretariat, Market UPT, and Legal Metrology UPT.

Primary data collected through questionnaire closed four-point Likert scale Level: Strongly Agree (4), Agree (3), No Agree (2), and Strongly Disagree Agree (1). Primary data is also provided with interviews, observations direct, and study library For obtain supporting data from Gresik Trade and Industry Office internal document. Data analyzed use multiple linear regression with SPSS software assistance version 22.

3.5. Measurement of Variables and Research Instruments

Before do analysis regression, especially formerly quality testing is carried out instruments that include validity tests (with Pearson Correlation) and reliability tests (with Cronbach's Alpha, minimum limit 0.70). Furthermore, assumption testing was carried out classic which includes normality tests (with histogram graph, normal PP plot, and Kolmogorov-Smirnov), multicollinearity test (with tolerance value > 0.1 and VIF < 10), and heteroscedasticity test (with scatterplot graph). After passing the assumption test classic, done testing hypothesis through partial tests (t-tests), simultaneous tests (F-tests), and coefficient tests determination (R^2).

3.6. Data Analysis Techniques

Data analysis techniques used is analysis multiple linear regression with help device SPSS software version 26. Equation multiple linear regression formulated as following:

$$Y = a + b1X1 + b2X2 + e \quad (1)$$

Where Y is performance Employee; a is constants; b1 and b2 are coefficient regression of each variable; X1 is Leadership; X2 is Environment Work; and e is mark residue.

3.7. Validity, Reliability, and Trustworthiness

For ensure quality research instruments and data, carried out a number of procedure testing with help device SPSS software version 22. Validity testing uses item validity test by comparing the calculated r value and r table. An item is declared valid if the calculated r > r table. In this study, the r table used is 0.258. The test results show that all items in the leadership variable (X1), with calculated r values ranging from 0.416–0.658; work environment variables (X2), with calculated r values ranging from 0.528–0.740; and employee performance variables (Y), with calculated r values ranging from 0.500–0.789, are all greater than r table, so that all instruments are declared valid. Based on Sugiyono (2021) interpretation, the calculated r value in the range of 0.40–0.599 indicates a fairly strong correlation.

Testing reliability done using Cronbach's Alpha test. A construct or variables stated reliable if mark Cronbach's Alpha > 0.60. Test results show mark Cronbach's Alpha of 0.730 for leadership, 0.740 for environment work, and 0.728 for performance employees. Values the indicates that all over variables own adequate internal consistency and can reliable as tool measure.

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In addition to instrument testing, trust results study strengthened through assumption testing classic which includes normality tests use Kolmogorov–Smirnov (value significance > 0.05), multicollinearity test with indicator tolerance > 0.10 and VIF < 10, as well as heteroscedasticity test using the Glejser test with criteria mark significance > 0.05. Series testing This ensure that the regression model fulfil BLUE conditions (Best Linear Unbiased Estimator), so that findings produced can accountable in a way statistics.

3.8. Consideration Ethical

Study This involving employee agency government as subject study, so that apply principles ethics research on the whole stage implementation. First, the principle informed consent implemented with convey explanation about objective research, procedures filling questionnaires, and rights respondents For reject or resign self without consequence whatever. Questionnaire in a way explicit convey that answer respondents No will influence position and his position, so that participation employee Department of Trade and Industry Gresik Regency is a voluntary and free from pressure.

Second, the principle confidentiality and anonymity guarded with ensure identity respondents No will disseminated. The data presented only in the form of characteristics demographic aggregate (field work, age, and type gender) without can traced return to individual certain.

Third, permission official has obtained from party management Department of Trade and Industry Gresik Regency before data collection is carried out. Internal data, such as recapitulation presence employees and structure organization, used based on permission granted party agency. Collected data used solely For interest academic and not disseminated to the party that does not interested.

Fourth, the principle integrity academic enforced through objective data processing, reporting results What existence, as well as citation source reference in accordance rules scientific For avoid Plagiarism. Interviews with employees and personal observations of researchers are presented transparently while maintaining the confidentiality of sensitive information.

3.9. Limitations Methodological

Study This implemented through a number of structured stages in a way systematic. Stage First is stage planning, including identification problem based on observation beginning to fluctuations percentage presence employee Department of Trade and Industry Gresik Regency in 2023 and the phenomenon mutation officials in ten year lastly, the study literature, determination variables research (leadership as X1, the environment Work as X2, and performance employee as Y), and compilation framework conceptual and hypothetical.

Stage second is compilation instrument study in the form of questionnaire with four-point Likert scale points (1 = very much agree up to 4 = strongly agree). Indicator leadership referring to Sunyoto (2023), which includes direction, communication, decision making decisions, and motivation. Indicators environment Work adopt Moekijat (2017), which includes coloring, lighting, quality air, noise, security, cleanliness, and connection between employees. Indicators performance employee adopting, which includes quality, quantity, accuracy time, effectiveness, and independence.

Stage third is data collection. Population study is all over employee Department of Trade and Industry Gresik Regency, totaling 140 people (60 civil servants and 80 non-civil servants) spread across in six field Work: Trade, Cooperatives and Micro Enterprises, Industry, Secretariat, Market UPT, and Legal Metrology UPT. Sample counted with formula Slovin at the level A 10% error resulted in 58 respondents. The sampling technique samples used is probability sampling with method proportionate stratified random sampling, considering population nature heterogeneous. Allocation sample done in a way proportional to each field work, then respondents chosen in a way random through lottery. Data collection completed with interviews, studies library and observation as supporting data sources.

Stage fourth is data processing and analysis using SPSS version 22. Analysis covering statistics descriptive characteristics respondents and answers questionnaire, data quality test (validity and reliability), assumption test classical (normality, multicollinearity, and heteroscedasticity), analysis multiple linear regression, hypothesis testing partial (t-test), simultaneous test (F-test), and coefficient test determination (R^2).

Stage fifth is interpretation results, discussion, withdrawal conclusion, and formulation implications

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theoretical and practical for management Department of Trade and Industry Gresik Regency. All stages documented for ensure transparency methodological and enabling replication by researchers other.

3.10. Limitations Methodological

This study recognizes several methodological limitations that need to be openly acknowledged. First, the research location is specific to the Gresik Regency Office of Cooperatives and Trade, which has unique characteristics in terms of organizational structure, employee composition (civil servants and non-civil servants), and the dynamics of official transfers. The results of this study are potentially influenced by this local context, so generalizations to other government agencies at the district/city level or to the Cooperatives/Industry/Trade Office in other regions require caution.

Second, size sample study limited to 58 employees counted with formula Slovin at a margin of error of 10%. Although already counted in a way proportional and encompassing sixth field work, the use of a margin of error of 10% (not 5%) has implications for the level of relative precision more low, especially for generalization to larger population wide.

Third, this study is limited to two independent variables, namely leadership and work environment. The Adjusted R Square value of 0.356 indicates that only 35.6% of employee performance variation is explained by the model, while 64.4% is influenced by other variables outside the model, such as work motivation, work discipline, compensation, organizational culture, individual competence, and employee status (PNS vs. Non-PNS), which are not analyzed in this study.

Fourth, collecting data using questionnaires has the potential to introduce subjective bias in respondents, including dishonesty, misunderstanding of questions, and a tendency to provide answers deemed desirable (social desirability bias)—especially when respondents are asked to assess the behavior of incumbent leaders. A four-point Likert scale (without a neutral option) also forces respondents to take a position, which, on the one hand, clarifies response tendencies but, on the other hand, can eliminate the nuance of neutral responses.

Fifth, research This nature cross-sectional with data collected on one point time. Approach This No can catch dynamics change leadership (which is experiencing mutation periodic) and conditions environment Work throughout time. Longitudinal studies can give description connection more causal strong, especially for browse impact change leadership to performance employee.

Sixth, technique analysis used is multiple linear regression. Although method This appropriate for test connection direct between variables independent and dependent, he Not yet capable catch complexity connection inter-variable like effect mediation motivation Work or moderation of employment status. Method analysis alternative like Structural Equation Modeling (SEM) or analysis track potential give greater understanding comprehensive.

4. Results and Discussion

4.1. Research Results

4.1.1. Sample Description and Descriptive Statistics

a. Description of Research Object

Department of Trade and Industry Gresik Regency is Unit Work Regional Devices (SKPD) that have task help Regent in carry out affairs government field cooperatives, businesses micro, industry, and trade. Agencies This supported by 140 employees spread across six field work: Field Trade, Field Cooperatives and Micro Enterprises, Industrial Sector, Sector Secretariat, Market UPT, and Legal Metrology UPT.

b. Respondent Characteristics

Characteristics respondents study based on field Work presented in Table 1.

Table 1. Distribution of Respondents by Work Unit

Field Work	Amount Employee	Sample
Field Trading	10	4
Cooperatives and Micro Enterprises Sector	20	8
Industrial Sector	10	4
Field Secretariat	30	12
Market Technical Implementation Unit	55	23
Legal Metrology Technical Implementation Unit	15	7

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Total	**140**	**58**

Source: Author processed

Respondents most originate from the Market UPT (23 people) remembering amount employees in the unit is the largest. Distribution sample proportional This ensure data representativeness against population.

c. Descriptive Analysis of Respondent Responses

Recapitulation answer respondents in each variables served as following:

Variables Leadership (X1): Majority respondents answer " Agree " to all grains statement . Percentage the highest " Agree " answer reached 93% on the item " leader" always can invited talk about constraint work " (indicator communication). Percentage the answer is " No" Agree " highest 17 % is found in the item " leadership give opportunity For develop potential self " (indicator motivation).

Variables Environment Work (X2): Answer dominant respondents is " Agree " with percentage highest 93% on the item " environment" Work employee calm and free from Then grass vehicle " (indicator noise). The answer "Strongly Agree " reached 71% for the item " conditions " air in the room Work give comfort " (indicator quality air).

Employee Performance Variable (Y): Percentage the highest " Agree " answer reached 93% on the item " I" can achieve the set work targets " The highest "Strongly Agree" answer reached 45% for the item "I was given the opportunity to take my own initiative to achieve the target". The answer " No " Agree " and "Strongly Disagree" Agree " almost No appear.

4.1.2. Data Quality and Preliminary Analysis

a. Validity and Reliability Test

Table 2. Validity Test Results

Variables	r Count (Range)	r Table	Decision
Leadership (X1)	0.416 – 0.658	0.258	All items are valid
Environment Work (X2)	0.528 – 0.740	0.258	All items are valid
Employee Performance (Y)	0.531 – 0.789	0.258	All items are valid

Source: SPSS software version 26

All questionnaire items own mark *r count* > *r table*, so declared valid.

Table 3. Reliability Test Results (Cronbach's Alpha)

Variables	Cronbach's Alpha	Standard	Decision
Leadership (X1)	> 0.6	0.6	Reliable
Environment Work (X2)	> 0.6	0.6	Reliable
Employee Performance (Y)	> 0.6	0.6	Reliable

Source: SPSS software version 26

All over variables own *Cronbach's Alpha* > 0.6 so stated reliable.

b. Classical Assumption Test

1) Normality Test

Table 4. Normality Test Results (Kolmogorov-Smirnov)

Parameter	Mark	Information
Asymp. Sig. (2-tailed)	0.081	> 0.05

Source: SPSS software version 26

Significance value of 0.081 > 0.05 indicates that the data is normally distributed, so that analysis more carry on can use statistics parametric.

2) Multicollinearity Test

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Table 5. Multicollinearity Test Results

Variables	Tolerance	VIF	Information
Leadership (X1)	> 0.1	< 10	Non- Multicollinear
Environment Work (X2)	> 0.1	< 10	Non- Multicollinear

Source: SPSS software version 26

Second variables own mark *Tolerance* > 0.1 and VIF < 10, so No happen multicollinearity.

3) Heteroscedasticity Test (Glejser Method)

Table 6. Heteroscedasticity Test Results

Variables	Significance	Information
Leadership (X1)	> 0.05	Non- Heteroscedasticity
Environment Work (X2)	> 0.05	Non- Heteroscedasticity

Source: SPSS software version 26

Both variables have a significance value > 0.05, so the model is free from heteroscedasticity.

4.1.1 Main Analytical Results

4.1.3. Main Analytical Results

a. Coefficient of Determination

Table 7. Coefficient of Determination (R^2)

Parameter	Mark	Interpretation
R	0.615	Connection moderate
Adjusted R^2	0.356	35.6% variation performance can explained

Source: SPSS software version 26

The R value = 0.615 indicates sufficient relationship strong (moderate) between variables independent and dependent. Adjusted R^2 of 0.356 indicates that 35.6% of the variation performance employee can explained by leadership and environment work, while 64.4% is explained by other factors outside the model.

b. Multiple Linear Regression

Table 8. Multiple Linear Regression Results

Variables	Coefficient (β)	Interpretation
Constant (a)	2,953	The value of Y if X1 and X2 = 0
Leadership (X1)	0.047	Every improvement 1 unit of X1 increases Y by 0.047
Environment Work (X2)	0.311	Every improvement 1 unit of X2 increases Y by 0.311

Source: SPSS software version 26

Equality resulting regression:

$$Y=2.953+0.047X1 + 0.311X2$$

Second coefficient worth positive, indicating that improvement leadership and environment Work will increase performance employee.

4.1.4. Hypothesis Testing Results / Key Findings

a. Partial Test (t-test)

Table 9. Partial Test Results (t-test)

Variables	t Count	t Table	Decision
Leadership (X1) → Y	2,515	2,004	H1 Accepted (Influential)
Environment Work (X2) → Y	5,520	2,004	H2 Accepted (Influential)

Source: SPSS software version 26

Second variables independent own *t count* > *t table*, so H1 and H2 are accepted. Environment Work give influence distant partial more dominant

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(t=5.520) compared to leadership (t=2.515).

b. Simultaneous Test (F-test)

Table 10. Simultaneous Test Results (F-test)

Parameter	Mark	Criteria	Decision
F Count	16,752	> F Table (3.17)	H3 Accepted
Significance	< 0.05	Significant	Influential Simultan

Source: SPSS software version 26

Calculated F value is 16.752 > F table 3.17 shows that leadership and environment Work in a way simultaneous influential positive and significant to performance employee Department of Trade and Industry Gresik Regency.

4.2. Research Discussion

4.2.1. Interpretation of Key Findings

a. Effect of Leadership on Employee Performance

Research results show that leadership has a positive and significant effect on employee performance at the Gresik Trade and Industry Office (β = 0.047; t = 2.515). Although the partial contribution is relatively small, the positive direction of the effect confirms that better leadership practices are associated with higher employee performance.

Eka et al. (2025) stated that leaders in government agencies play a key role in managing change and are expected to perform strategic roles both within organizations and in the broader environment. Based on the analysis of respondents' answers, leaders at the Gresik Trade and Industry Office have provided clear directions, established open communication, involved employees in decision-making, and offered motivation to achieve program objectives. However, 17% of respondents still perceived that leadership had not optimally provided opportunities for employees to develop their potential. This finding helps explain why the contribution of leadership was relatively low compared with that of the work environment (Rasyid et al., 2024).

These findings strengthen previous studies by Dewi Nuning and Wibowo (2020), Elisa et al. (2026), and Febriana et al. (2025), which consistently found a positive and significant effect of leadership on employee performance across various agencies.

b. Effect of Work Environment on Employee Performance

The research results show that the work environment has a positive and significant effect on employee performance at the Gresik Trade and Industry Office, with a regression coefficient of 0.311 and a calculated t-value of 5.520, which is substantially higher than the critical t-value of 2.004. The partial contribution of the work environment is considerably greater than that of leadership, indicating that the work environment is the dominant predictor of employee performance in this agency.

Physically, the office building of the Gresik Trade and Industry Office reflects a conducive work environment, although it shares the building with another agency. The building's location, which is not too close to major roads and industrial areas, provides a calm and relatively noise-free working environment, as confirmed by 93% of respondents. Non-striking room colors, adequate lighting, good air ventilation, and cleanliness and safety maintained by dedicated personnel collectively create a supportive atmosphere for productivity.

Regarding the non-physical environment, relationships among employees are well established regardless of seniority or position. Joint reflection activities, sports facilities, and simple leave and permission arrangements contribute to employees' psychological well-being. However, team-building activities and group recreation still need to be improved to strengthen positive interpersonal relationships.

These findings are consistent with the studies by Tata et al. (2026), Wibowo et al. (2026), and Wibowo et al. (2026), which confirmed a positive and significant effect of the work environment on employee performance. These results also contradict the findings of Suyitno et al. (2024), who concluded that the work environment did not have a statistically significant effect. This difference indicates that the

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effect of the work environment is contextual and highly dependent on the characteristics of the institutions being studied.

c. Simultaneous Effect on Employee Performance

Simultaneously, leadership and the work environment have a positive and significant effect on employee performance ($F = 16.752 >$ critical F-value $= 3.17$), with a combined contribution of 35.6% (Adjusted $R^2 = 0.356$). This figure confirms that the combination of these two variables contributes to explaining employee performance. Through supportive leadership, employees have opportunities to take initiative in completing their work, while a conducive work environment enables them to utilize resources optimally.

These findings are consistent with the results of Latifaturrohmah et al. (2026), who found that leadership and the work environment simultaneously had a positive and significant effect on employee performance at the North Sumatra DPRD Office.

The 35.6% contribution indicates that 64.4% of the variation in employee performance at Diskoperindag Gresik is associated with factors outside the model, such as work motivation, compensation, organizational culture, job satisfaction, and discipline. This finding provides opportunities for developing more comprehensive research models in subsequent studies.

New Findings (Novelty). This study offers three novel contributions. First, it provides empirical evidence that, in the context of a regional government agency responsible for cooperatives, trade, and industry in Gresik Regency, the work environment is the dominant predictor of employee performance. This finding contrasts with general assumptions that position leadership as the dominant variable. Second, it confirms that the work environment remains a significant predictor even though the institution has experienced physical renovation constraints for approximately one decade. This finding highlights the importance of non-physical dimensions, including interpersonal relationships, communication, and management policies, in supporting employee performance. Third, this study offers an integrated model of leadership and the work environment that is relevant to regency-level regional government agencies (OPDs) and can serve as a reference for replication in similar institutional contexts.

4.2.2. Comparison with Previous Studies

The findings concerning leadership are consistent with previous studies by Dewi Nuning and Wibowo (2020), Elisa et al. (2026), and Febriana et al. (2025), which reported positive and significant effects of leadership on employee performance across various agencies. The findings also align with Eka et al. (2025), who emphasized the strategic role of leaders in managing change within government agencies. Nevertheless, the relatively small partial contribution of leadership in the present study suggests that its influence may depend on how effectively leaders provide development opportunities and respond to employees' needs. This interpretation is consistent with the concerns identified by Rasyid et al. (2024).

Regarding the work environment, the findings support the studies by Tata et al. (2026), Wibowo et al. (2026), and Wibowo et al. (2026), which found positive and significant relationships between the work environment and employee performance. However, the results contradict those of Suyitno et al. (2024), who found that the work environment did not have a statistically significant effect. This difference suggests that the relationship may vary according to organizational characteristics and workplace conditions. In the context of the Gresik Trade and Industry Office, both physical conditions and non-physical factors appear relevant to understanding employee performance.

The simultaneous findings are also consistent with Latifaturrohmah et al. (2026), who found that leadership and the work environment jointly had a positive and significant effect on employee performance at the North Sumatra DPRD Office. The agreement between these findings reinforces the importance of examining leadership and workplace conditions together rather than treating them exclusively as separate determinants of employee performance.

4.2.3. Theoretical Contributions

This study contributes to the literature on human resource management in the public sector by providing empirical evidence that leadership and the work environment are relevant determinants of employee performance within a regional government agency. The findings confirm the positive

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contribution of leadership while demonstrating that the work environment has a comparatively greater partial contribution in the institutional context examined. This extends the discussion of employee performance by highlighting that leadership may not always be the dominant organizational factor.

Furthermore, the findings suggest that the work environment should be understood in terms of both physical and non-physical dimensions. Despite limitations in physical office renovation, interpersonal relationships, communication, and management practices remain relevant considerations in explaining employee performance. The simultaneous significance of leadership and the work environment also supports an integrated perspective in which organizational leadership and workplace conditions are considered together when examining employee performance in public institutions.

4.2.4. Practical and Policy Implications

The findings provide several practical implications for the management of the Gresik Trade and Industry Office. First, leadership development should focus on strengthening communication, providing clear directions, involving employees in decision-making, and creating opportunities for professional development. The finding that 17% of respondents perceived insufficient opportunities to develop their potential indicates an area that requires managerial attention.

Second, because the work environment emerged as the dominant predictor of employee performance, management should maintain existing physical workplace conditions and improve them where feasible. Priorities include ensuring adequate lighting and ventilation, maintaining cleanliness and safety, and minimizing workplace distractions. Given the constraints on major renovations, improvements to the non-physical environment, such as strengthening interpersonal relationships, encouraging collaboration, and improving communication, may provide practical alternatives.

Third, the simultaneous significance of leadership and the work environment suggests that these areas should be addressed through coordinated management policies. Leaders should establish supportive work practices while ensuring that workplace conditions enable employees to carry out their responsibilities effectively. These measures may help improve employee performance and support the delivery of public services to cooperatives, micro-enterprises, and trade stakeholders.

4.2.4. Integration with the Research Gap

This study addresses the research gap identified in the literature review concerning inconsistent findings on the effects of leadership and the work environment on employee performance. The positive and significant effect of leadership is consistent with several previous studies, while the significant effect of the work environment contrasts with findings reported by Suyitno et al. (2024). These results provide additional evidence that the relationships between organizational factors and employee performance warrant examination across different institutional contexts.

The study also addresses the limited empirical attention given to regional government agencies responsible for cooperatives, micro-enterprises, industry, and trade. By examining the Gresik Trade and Industry Office, the study provides context-specific evidence from an institution characterized by shared office facilities and constraints on physical renovation. Its integrated examination of leadership and the work environment further contributes to understanding how these factors jointly relate to employee performance in a regency-level government agency. The distinctive contribution lies in identifying the work environment as the dominant predictor within this particular institutional setting, rather than assuming that leadership necessarily has the strongest influence.

4.2.6. Acknowledgement of Study Limitations

The findings should be interpreted in light of the specific organizational context of the Gresik Trade and Industry Office. The results reflect the conditions of one regional government agency and may not be directly generalizable to other institutions with different organizational structures, employee characteristics, or workplace conditions. Furthermore, although leadership and the work environment jointly explain 35.6% of the variation in employee performance, the remaining 64.4% is associated with factors outside the model, including work motivation, compensation, organizational culture, job satisfaction, and discipline. These factors were not examined as independent variables in this study.

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In addition, the findings concerning the physical and non-physical work environment should be interpreted within the context of the conditions reported by respondents. Although the results indicate a significant relationship between the work environment and employee performance, they do not establish that every individual component of the work environment independently produces the same effect. Future research could examine additional explanatory variables and investigate whether these relationships remain consistent across different regional government agencies.

5. Conclusion

5.1. Summary of Key Findings

This study concludes that leadership and the work environment have positive and significant effects on employee performance at the Gresik Regency Trade and Industry Office (Diskoperindag Gresik). Leadership has a positive and significant effect on employee performance, with a regression coefficient of 0.047 and a calculated t-value of 2.515, exceeding the critical t-value of 2.004. Similarly, the work environment has a positive and significant effect on employee performance, with a regression coefficient of 0.311 and a calculated t-value of 5.520, exceeding the critical t-value of 2.004. Simultaneously, leadership and the work environment have a positive and significant effect on employee performance, with a calculated F-value of 16.752, exceeding the critical F-value of 3.17, and an Adjusted R^2 of 0.356. These findings indicate that the two independent variables jointly explain 35.6% of the variation in employee performance. The work environment is the dominant predictor compared with leadership, highlighting the importance of maintaining conducive physical and non-physical workplace conditions to support employee performance.

5.2. Theoretical Contributions

This study contributes to the literature on public sector human resource management by providing empirical evidence regarding the effects of leadership and the work environment on employee performance within a regional government agency responsible for cooperatives, micro-enterprises, industry, and trade. The findings reinforce the relevance of both factors as determinants of employee performance while demonstrating that their relative contributions may differ across organizational contexts. In particular, the identification of the work environment as the dominant predictor extends the discussion of employee performance beyond the assumption that leadership is necessarily the most influential organizational factor. These findings also address inconsistencies in previous research by providing context-specific evidence concerning the relationships between leadership, the work environment, and employee performance in a regency-level government institution.

5.3. Practical and Policy Implications

The findings suggest that the management of Diskoperindag Gresik should strengthen leadership practices and continuously improve the quality of the work environment. Leaders are encouraged to develop effective leadership capabilities that respond to employee and organizational needs, particularly by strengthening motivation, providing clear directions, maintaining open communication, involving employees in decision-making, and creating opportunities for employees to develop their potential.

Furthermore, management should prioritize improvements to the physical and non-physical work environment. Practical measures include maintaining existing facilities, ensuring adequate lighting and ventilation, improving workplace cleanliness and safety, and arranging office spaces to support employee comfort and productivity. Given the limitations on major physical renovations, greater attention can also be directed toward strengthening interpersonal relationships, improving communication, and developing team-building and group recreation programs. These measures may help create a more supportive organizational climate and improve employee performance. The findings also provide a reference for other regional government organizations seeking to formulate human resource management policies that integrate leadership development with workplace improvement initiatives.

5.4. Limitations of the Study

This study has several limitations that should be considered when interpreting its findings. First, the research was conducted at a single regional government agency, namely Diskoperindag Gresik.

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Therefore, the findings may reflect the specific organizational characteristics and working conditions of this institution and cannot automatically be generalized to all government agencies. Second, the study examined only two independent variables, leadership and the work environment. Although these variables explained 35.6% of the variation in employee performance, the remaining 64.4% was associated with factors outside the research model. Third, the use of questionnaires means that the findings depend on respondents' perceptions and may not fully capture all aspects of leadership practices, workplace conditions, and employee performance. Fourth, the cross-sectional design captures relationships at a single point in time and does not account for changes in employee performance or organizational conditions over time. These limitations should be considered when applying the findings to other institutional settings.

5.5. Directions for Future Research

Future research is encouraged to address these limitations in several ways. First, researchers could expand the scope of investigation to include multiple regional government organizations within Gresik Regency or government agencies in other regencies to examine whether the findings remain consistent across different institutional contexts. Second, future studies could incorporate additional variables, such as work motivation, compensation, organizational culture, job satisfaction, and work discipline, to provide a more comprehensive explanation of employee performance and account for factors not examined in the current model.

Third, qualitative or mixed-methods approaches could be employed through in-depth interviews and other complementary data collection techniques to explore dimensions of employee performance that may not be fully captured by questionnaires. Fourth, future research could develop more comprehensive models by examining mediating or moderating variables, such as organizational commitment and job satisfaction, to investigate how and under what conditions leadership and the work environment influence employee performance. Finally, longitudinal research could provide a better understanding of changes in leadership, workplace conditions, and employee performance over time. These directions would help strengthen the generalizability, explanatory capacity, and theoretical contribution of research on employee performance in the public sector.

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