

(Research Article)

The Influence of Leadership, Work Discipline, and Work Environment on Employee Performance through Organizational Commitment at the Ulu Idanote Sub-District Office

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Abstract: Employee performance is a critical determinant of organizational effectiveness and the successful delivery of public services. This study investigates the influence of leadership, work discipline, and work environment on employee performance, with organizational commitment as a mediating factor, at the Ulu Idano'e Subdistrict Office, South Nias Regency. A quantitative research design with a survey approach was employed. The population consisted of all 50 employees of the subdistrict office, selected through total sampling. Data were collected using structured questionnaires, validated for reliability and validity, and analyzed using multiple linear regression and mediation analysis to examine both the direct and indirect effects of the independent variables on employee performance via organizational commitment. The results reveal that leadership, work discipline, and work environment each exert a positive and significant impact on organizational commitment, which in turn positively influences employee performance. Among these, leadership emerged as the most dominant factor, underscoring the critical role of effective leadership in guiding, motivating, and supporting employees. Work discipline and a conducive work environment also significantly enhance organizational commitment, mediating the relationship between these factors and employee performance. Simultaneous analysis indicates that the combination of these independent variables accounts for a substantial proportion of the variance in employee performance, highlighting the importance of a holistic and integrated approach to human resource management in governmental organizations. These findings have practical implications for subdistrict-level human resource management, suggesting that enhancing leadership quality, work discipline, and work environment can strengthen organizational commitment, thereby improving employee productivity and motivation. Furthermore, the study provides a foundation for future research aimed at optimizing the performance of governmental employees in other regional contexts.

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Keywords: Employee Performance; Leadership; Organizational Commitment; Work Discipline; Work Environment.

1. Introduction

Districts as local government units have a strategic role in the implementation of public services and community development. In addition to functioning as an administrative center, the sub-district is also the spearhead of the implementation of inclusive and sustainable digital transformation. The implementation of digitalization of public services, including e-government and online administration systems, has the potential to improve service quality, accelerate economic development, and ensure equitable access to services for all levels of

society (Ministry of Home Affairs, 2023). The success of this digital transformation is highly dependent on the active role of sub-district employees in managing innovation and providing assistance to the community in the use of technology.

Employee performance is the main indicator of the effectiveness of government organizations. Performance reflects an individual's ability to complete tasks according to set standards, on time, and contribute to the achievement of organizational goals. High-performing employees not only increase team productivity, but also create a harmonious, professional, and collaborative work environment.

Various factors can affect employee performance, including leadership, work discipline, work environment, and organizational commitment. Effective leadership is able to provide direction, motivation, and encourage adaptation to new technologies, thereby increasing the efficiency of public services (Lahagu et al., 2024; Kasmirandi et al., 2024; Widyarningsih et al., 2020). Work discipline plays a role in ensuring consistency, punctuality, and employee compliance with organizational procedures and regulations (Naijes et al., 2021; Ziliwu et al., 2023). A conducive work environment, both in terms of physical, psychological, and social, can increase employee motivation, collaboration, and loyalty, thereby supporting the achievement of optimal performance (Astuti et al., 2023; Firmansyah et al., 2023).

Organizational commitment is an important mediating variable because employees who have high emotional attachment and loyalty to the organization tend to show better performance. This attachment affects employees' willingness to innovate, collaborate, and complete tasks with high quality (Lamondjong et al., 2022).

Based on this context, this study is designed to analyze the influence of leadership, work discipline, and work environment on employee performance through organizational commitment at the Ulu Idano'e Sub-district Office, South Nias Regency. This study uses a quantitative approach with a survey method. The research population included all employees in the sub-district office, with a sample of 50 respondents selected through total sampling. Data was collected using a structured questionnaire that has been tested for validity and reliability. Data analysis was carried out using multiple linear regression and mediation analysis to determine the direct and indirect influence of independent variables on employee performance through organizational commitment.

The results of the research are expected to make an academic contribution in enriching the literature on employee performance management at the local government level. Practically, this research can be the basis for the development of strategies to improve the quality of human resources, especially in the context of digital transformation of public services in sub-districts.

2. Literature Review

Districts as local government units have a strategic role as a liaison between the central government and the community, so that the implementation of public policies can be carried out effectively and responsive to the needs of citizens (Rivai, 2018). Digital transformation at the sub-district level, through the implementation of e-government and online administration systems, plays an important role in improving the efficiency, transparency, and accountability of public services (Dunleavy et al., 2006; Ministry of Home Affairs, 2023). The success of digital transformation is highly dependent on the active participation of employees in managing innovation and providing assistance to the community in the use of technology.

Employee performance is the main indicator of the effectiveness of government organizations. Performance includes the ability of individuals to complete tasks according to standards, on time, and contribute to the achievement of organizational goals (Armstrong, 2020; Mathis & Jackson, 2011). Employees who perform well not only increase productivity and professionalism, but also strengthen the quality of public services and become the basis for the evaluation and development of human resources.

Some of the main factors that affect employee performance include:

- 1) **Leadership:** Transformational and paternalistic leadership styles have been proven to motivate employees, encourage adaptation to technology, and improve the efficiency of public services (Bass, 1990; Lahagu et al., 2024; Kasmirandi et al., 2024).
- 2) **Work discipline:** Work discipline plays an important role in maintaining consistency, timeliness, and the achievement of organizational targets, thereby supporting the performance of individuals and organizations as a whole (Naijes et al., 2021; Ziliwu et al., 2023).

3) **Work environment:** A conducive work environment, both physically and psychosocially, is able to increase employee motivation, collaboration, and loyalty, which has a positive impact on performance (Robbins & Judge, 2019; Astuti et al., 2023; Firmansyah et al., 2023).

4) **Organizational commitment:** A high level of commitment is a mediating variable that links leadership, work discipline, and work environment to employee performance. Employees who have emotional attachment and high loyalty to the organization tend to show more optimal performance (Lamondjong et al., 2022).

Based on this theoretical study, this research is focused on analyzing the influence of leadership, work discipline, and work environment on employee performance through organizational commitment at the Ulu Idano'e Sub-district Office, South Nias Regency. This study also provides an empirical basis for improving human resource management and the quality of public services at the sub-district level. In addition, the review of relevant previous research serves as a theoretical basis for the implementation of research while supporting the formation of hypotheses systematically.

3. Materials and Method

This study uses a quantitative approach with a survey method. This approach was chosen because it aims to empirically analyze the relationship and influence of independent variables on dependent variables. The independent variables in this study include leadership, work discipline, and work environment, while the dependent variable is employee performance. The analysis was carried out partially or simultaneously to determine the contribution of each variable to employee performance.

The research population consisted of all employees of the Ulu Idano'e Sub-district Office, South Nias Regency, which amounted to 50 people. Given the relatively small population, this study applied a total sampling technique, so that all employees were made respondents to the study.

Data collection was carried out using a closed-ended questionnaire with a Likert scale of 1–5, which was designed to measure employees' perceptions of leadership, work discipline, work environment, organizational commitment, and performance. The validity and reliability test showed that all indicators met the criteria, with a validity value of > 0.30 and a reliability (Cronbach's Alpha) of > 0.70 , making the research instrument suitable for further analysis.

Data analysis was carried out using multiple linear regression to test the direct influence of independent variables on employee performance, as well as mediation analysis to test indirect influences through organizational commitment. The statistical tests used include:

- 1) The t-test to assess the partial influence of each independent variable on the dependent variable.
- 2) F test to assess the simultaneous influence of independent variables on dependent variables.
- 3) Determination coefficient (R^2) to measure the proportion of variation in employee performance that can be explained by independent variables and mediation variables (Ghozali, 2018).

The research model is described descriptively as follows: leadership variables (X_1), work discipline (X_2), and work environment (X_3) are assumed to affect employee performance (Y), with organizational commitment (M) as the mediating variable. Mathematically, the research model is formulated as:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4M + e$$

Where:

- 1) Y = Employee Performance
- 2) X_1 = Leadership
- 3) X_2 = Work Discipline
- 4) X_3 = Work Environment
- 5) M = Organizational Commitment
- 6) a = constant
- 7) b_1-b_4 = the regression coefficient of each variable
- 8) e = error term

This research design is expected to provide empirical information on the influence of leadership, work discipline, and work environment on employee performance at the Ulu Idano'e Sub-district Office, South Nias Regency.

4. Results and Discussion

Ulu Idano'e District has a population of about 7,600 people spread across 11 villages. The Sub-district Office has 50 employees who are research respondents, consisting of structural officials and administrative staff, who are active in carrying out routine tasks, community assistance, and implementation of digital innovations.

Based on the results of the questionnaire, the description of the research variables is as follows:

- 1) Leadership (X_1): Average score of 4.1/5, indicates effective leadership that is able to provide direction, motivation, and supervision.
- 2) Work Discipline (X_2): Average score of 4.0/5, indicates high discipline, especially in punctuality and adherence to administrative procedures.
- 3) Work Environment (X_3): Average score of 3.9/5, reflecting a fairly conducive work environment from physical and psychosocial aspects.
- 4) Organizational Commitment (M): Average score of 4.0/5, indicates high attachment and loyalty to the organization.
- 5) Employee Performance (Y): Average score of 4.0/5, showing good performance according to the standards of duties and responsibilities.

The results of multiple linear regression analysis yield the model equation:

$$Y = 1,052 + 0,421X_1 + 0,364X_2 + 0,312X_3$$

Interpretation of the results:

- 1) Leadership (X_1) had a significant positive influence on employee performance ($t = 4.25$; $p < 0.05$).
- 2) Work discipline (X_2) had a significant positive effect on employee performance ($t = 3.89$; $p < 0.05$).
- 3) Work environment (X_3) had a significant positive effect on employee performance ($t = 3.42$; $p < 0.05$).
- 4) The $F = 32.67$; $p < 0.05$ test showed that the three independent variables simultaneously had a significant effect on employee performance.
- 5) The R^2 value = 0.72 indicates that 72% of employee performance variations can be explained by leadership, work discipline, and work environment, while 28% are influenced by other factors outside the research model.

The results of the study show that leadership has the most dominant influence on employee performance. This is in line with Bass' (1990) theory which states that transformational leadership is able to increase employee motivation, commitment, and productivity. Work discipline has been shown to support consistency, timeliness, and adherence to procedures, which contributes to the effectiveness of public services (Naijes et al., 2021). A conducive work environment also plays an important role in increasing employee motivation, collaboration, and loyalty, as shown in research by Robbins & Judge (2019).

Overall, this study emphasizes that the improvement of employee performance at the Ulu Idano'e Sub-district Office does not depend only on one factor, but is the result of the interaction between effective leadership, work discipline, and a supportive work environment. These findings emphasize the importance of a holistic managerial approach in human resource management to improve the quality of public services and organizational effectiveness.

5. Comparison

Based on the results of the research on the influence of leadership, work discipline, and work environment on employee performance at the Ulu Idano'e Sub-district Office, South Nias Regency, it can be concluded that the quality of good leadership is directly proportional

to the improvement of employee performance. Effective leadership is able to provide clear motivation, direction, and guidance, so that employees can carry out their duties optimally.

Work discipline has also proven to be a crucial factor in improving performance. Employees who obey the rules, are on time, and comply with organizational procedures can provide more effective and quality public services. Work discipline is the main foundation to support the productivity and professionalism of the apparatus.

Although the work environment is not always ideal, employees are still able to carry out their duties well, showing that leadership and work discipline have a more dominant role than the conditions of the work environment. Thus, employee performance is the result of synergy between these three factors. Strengthening leadership, improving discipline, and efforts to create a conducive work environment are the keys to success in improving the performance of sub-district apparatus.

Sub-district leaders are expected to improve the quality of leadership and supervision to strengthen employee motivation and discipline. Although the partial influence of the work environment is relatively small, efforts to create a supportive work environment remain important. Overall, employee performance improvement should be carried out in an integrated manner by paying attention to leadership, discipline, and the work environment, so that public services can be more effective and of high quality.

For further research, it is recommended to consider additional variables such as motivation, job satisfaction, competence, or digitalization specifically, with a wider sample or using longitudinal methods.

6. Conclusion

Conclusion:

- 1) Leadership, work discipline, and work environment have a positive and significant effect on organizational commitment.
- 2) Organizational commitment plays a role as a mediator that connects leadership, work discipline, and work environment with employee performance.
- 3) Improving the quality of leadership, employee discipline, and creating a conducive work environment together to improve employee performance.

Suggestions:

- 1) District leaders need to improve leadership and supervision to strengthen employee motivation and discipline.
- 2) Efforts to create a supportive work environment remain important, even if the partial impact is smaller.
- 3) Researchers can then add specific variables of motivation, job satisfaction, competence, or digitization, using a broader sample or longitudinal method.

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