

THE INFLUENCE OF LEADERSHIP STYLE, WORK ENVIRONMENT AND WORK DISCIPLINE ON THE PERFORMANCE OF VILLAGE OFFICIALS IN THE DISTRICT GANTARANG KEKE BANTAENG REGENCY

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Abstract

This study aims to empirically demonstrate the influence of leadership style, work environment, and work discipline on the performance of village officials in Gantarang Keke District, Bantaeng Regency. The population in this study was all 52 village officials in Gantarang Keke District, Bantaeng Regency. Sampling using saturated sampling techniques so that the entire population is used as a sample study. Collection data use questionnaire with scale Likert scale 1–5. The data analysis technique used multiple linear regression analysis with the help of the IBM SPSS application. The results of the study showed that partially the leadership style and discipline work has a positive influence and significantly on the performance of village officials, while the work environment has a negative and significant effect on the performance of village officials. Simultaneously, these three independent variables have a significant effect on the performance of village officials in Gantarang Keke District, Bantaeng Regency.

Keywords: *leadership style, work environment, work discipline, village apparatus performance.*

1. INTRODUCTION

Human resources are a fundamental element in the success of government organizations, including at the village level, the lowest level of government in Indonesia (Rahman et al., 2022). Optimal village apparatus performance is crucial for creating effective, efficient, transparent, and accountable public services. However, in practice, achieving this performance still faces various challenges, including a less participatory leadership style, an uncondusive work environment, and low work discipline among village officials. The performance of village officials within an organization is influenced by leadership style. Leadership is the way a person leads, influencing the behavior of subordinates to cooperate and work productively to achieve organizational goals (Hidayat et al., 2022). A leadership style that aligns with the government's circumstances and employee desires will drive improved employee performance in achieving government goals and objectives.

Besides leadership, the work environment also plays a crucial role in the performance of village officials. Prasetyo (2021) states that the work environment encompasses all aspects of an employee, both physical and non-physical, that can influence their ability to carry out assigned tasks. An unsupportive work environment can reduce comfort, enthusiasm, and discipline in carrying out tasks. Another factor influencing employee performance is work discipline. Work discipline is essential for creating professional employees, and therefore, employees must serve as role models for the community (Toyyibah et al., 2024). Good discipline helps achieve company goals and is directly related to employee performance and productivity. The relationship between leadership style, work environment, and work discipline is also interconnected. Utami and Mayasari (2024) revealed that leadership style and the work environment not only influence employee performance but also the level of work discipline. Firm and fair leadership and a supportive work environment can encourage employees to work with greater discipline. This suggests that improving employee performance requires a comprehensive approach that takes various organizational factors into account in an integrated

THE INFLUENCE OF LEADERSHIP STYLE, WORK ENVIRONMENT AND WORK DISCIPLINE ON THE PERFORMANCE OF VILLAGE OFFICIALS IN THE DISTRICT GANTARANG KEKE BANTAENG REGENCY

Husnul Ilma Amalia et al

manner. Problems that occur in several villages in the Gantarang Keke sub-district, where the government still makes decisions independently and does not hold meetings or consult with village officials. This is due to the less firm treatment of some employees or special treatment, which can affect the performance of employees who do not receive similar treatment. As occurred in Such leadership has the potential to reduce the motivation, discipline and performance of village officials. Apart from leadership style, the work environment is also an important factor. Which participate influence performance device village. A number of office the village that There is In Gantarang Keke sub-district, employees still face limited facilities and infrastructure, such as a lack of air conditioning and printers that sometimes malfunction, which can hinder employee performance. This unfavorable work environment can reduce comfort, enthusiasm, and discipline in carrying out tasks. Furthermore, less harmonious working relationships between village officials can worsen the work climate, thus impacting the quality of performance and public services to the community. Discipline Work Also become problem Which Enough stand out in effort Improving the performance of village officials. Many village officials are absent from work on time, fail to carry out their duties according to procedures, and demonstrate little responsibility for their assigned work. This low level of discipline is often exacerbated by a lack of supervision and weak enforcement of sanctions, resulting in declining compliance with work regulations. The following is data on village official absences for the 2024 period. which is presented in table form:

Table 1.1 Absence Device Village Period Year 2024

Month	Amount Day Work	Present	Permi ssion	Sick	Alpha	Percentage Presence (%)
January	22	16	2	1	3	72.7
February	20	14	2	1	3	70.0
March	23	17	2	0	4	73.9
April	21	15	1	2	3	71.4
May	22	16	3	0	3	72.7
June	20	13	2	1	4	65.0
July	23	17	1	2	3	73.9
August	21	15	2	1	3	71.4
September	22	16	1	2	3	72.7
October	21	15	2	1	3	71.4
November	22	16	2	0	4	72.7
December	20	14	1	1	4	70.0
Total	257	184	21	12	38	71.6

Based on the table of village officials' absences for the January–December period, those in the low discipline category showed that the average attendance rate was only **71.6%** of the total 257 workdays. Of those total workdays, village officials were present 184 days, took leave 21 days, were sick 12 days, and were absent 38 days. The high number of unexcused absences indicates that weakness discipline device village in operate task and its responsibilities. If seen per month, presence device village tend No stable However Attendance remains at a low level, between **65.0% and 73.9%**. The month with the lowest attendance rate was June (65.0%), while March and July (73.9%) were relatively higher. This pattern indicates that village officials still frequently leave work, either for reasons of leave, illness, or without clear explanation. This condition can certainly have a negative impact on public services and the overall performance of village government. Overall, the data indicates that the work discipline of village officials still needs to be improved. The high number of absences and other absences indicates the need for guidance, supervision, and the application of firm sanctions to improve village official attendance and optimize public services. Although various studies have demonstrated the influence of leadership style, work environment, and work discipline on employee performance, most of these studies have focused on the private sector or central and regional government agencies. Research specifically examining village government, particularly village officials at the sub-district level, is relatively limited. Yet, village government organizations possess unique characteristics, both in terms of organizational structure, work culture, and

THE INFLUENCE OF LEADERSHIP STYLE, WORK ENVIRONMENT AND WORK DISCIPLINE ON THE PERFORMANCE OF VILLAGE OFFICIALS IN THE DISTRICT GANTARANG KEKE BANTAENG REGENCY

Husnul Ilma Amalia et al

social relations between officials. This study aims to: (1) test the partial influence of leadership style, work environment, and work discipline on the performance of village officials; and (2) test the simultaneous influence of these three variables. The theoretical contribution of this study is to enrich the literature on public sector human resource management, particularly in the context of village government. Practically, the results of the study are expected to be the basis for evaluating and improving village official human resource management policies in Gantarang Keke District, Bantaeng Regency.

2. METHOD

2.1 Research Design

This study uses a quantitative approach with an associative design to test the causal relationship between variables (Sugiyono, 2017). The independent variables consist of leadership style (X_1), work environment (X_2), and work discipline (X_3), while the dependent variable is the performance of village officials (Y).

2.2 Population and Sample

The study population consisted of all village officials in Gantarang Keke District, Bantaeng Regency, totaling 52 individuals. *Saturated sampling was used as the sampling technique*, thus the entire population was used as the research sample (Sugiyono, 2020). Therefore, the sample size used in this study was 52 respondents.

2.3 Operational Definition and Measurement of Variables

Table 2. Operational Definitions of Research Variables

Variables	Operational Definition	Indicator	Scale
Leadership Style (X_1)	How leaders influence subordinates to achieve organizational goals	(1) Directive, (2) Participative, (3) Achievement-oriented, (4) Authoritarian, (5) Democratic, (6) Charismatic, (7) Paternalistic	Likert 1-5
Work Environment (X_2)	Physical and non-physical conditions of the workplace that affect the implementation of tasks	(1) Cleanliness, (2) Facilities, (3) Social relations, (4) Organizational culture, (5) Welfare, (6) Flexibility	Likert 1-5
Work Discipline (X_3)	Compliance with applicable regulations and norms in the workplace	(1) Punctuality, (2) Attendance, (3) Compliance with working hours, (4) Work effectiveness, (5) Skills, (6) Work enthusiasm, (7) Creative attitude	Likert 1-5
Village Apparatus Performance (Y)	Work results achieved according to duties and responsibilities	(1) Quality, (2) Quantity, (3) Execution of tasks, (4) Responsibility, (5) Creativity, (6) Discipline, (7) Initiative, (8) Cooperation, (9) Acceptance of criticism	Likert 1-5

Source: Researcher Processed Data (2025)

2.4 Data Collection Techniques

Primary data was collected through a closed questionnaire distributed using Google Forms to all village officials in Gantarang Keke District. The research instrument used a Likert scale of 1–5 with the following criteria: Strongly Agree (5), Agree (4), Undecided (3), Disagree (2), and Strongly Disagree (1). Secondary data was obtained from the BPS Information System of Bantaeng Regency, which includes demographic and administrative data on village officials.

2.5 Instrument Validity and Reliability Test

The validity of the research instrument was tested using *corrected item-total correlation*. An item is declared valid if it has a correlation coefficient >0.30 (Ghozali, 2012). The reliability test used *Cronbach's Alpha* with a minimum limit of 0.60. The test results showed that all statement items in the four variables had a correlation value >0.30 and *Cronbach's Alpha* >0.60 , so the instrument was declared valid and reliable for use in this study.

THE INFLUENCE OF LEADERSHIP STYLE, WORK ENVIRONMENT AND WORK DISCIPLINE ON THE PERFORMANCE OF VILLAGE OFFICIALS IN THE DISTRICT GANTARANG KEKE BANTAENG REGENCY

Husnul Ilma Amalia et al

2.6 Data Analysis

The data was analyzed using multiple linear regression with the equation:

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

Before testing the hypothesis, a classical assumption test was conducted, including: (1) normality test with Kolmogorov-Smirnov, (2) multicollinearity test with VIF and *tolerance* , and (3) heteroscedasticity test with Glejser test. Hypothesis testing used t-test for partial effect, F-test for simultaneous effect, and coefficient of determination (R^2) to measure the contribution of independent variables to the dependent variable. All analyses were conducted with the help of IBM SPSS 25.

3. RESULTS AND DISCUSSION

3.1 Respondent Characteristics

Table 3. Respondent Characteristics Based on Gender, Age, and Position

Characteristics	Category	Amount	Percentage (%)
Gender	Man	32	61.5
	Woman	20	38.5
	Total	52	100.0
Age	25-30 years	2	3.9
	31-35 years old	2	3.9
	36-40 years	14	26.9
	41-45 years old	15	28.8
	46-50 years	13	25.0
	51-55 years old	5	9.6
	56-60 years	1	1.9
	Total	52	100.0
Position	Village head	6	11.5
	Village Secretary	6	11.5
	Regional Executive	10	19.2
	Head of Finance	5	9.6
	Head of General Affairs	5	9.6
	Head of Administration	5	9.6
	Head of Government	5	9.6
	Head of Welfare	3	5.8
	Head of Development	3	5.8
	Village Staff	3	5.8
	Village Operator	1	2.0
	Total	52	100.0

Source: SPSS Processed Data (2025)

Based on Table 3, the study respondents were predominantly male (61.5%), with a productive age group of 36–50 years (80.7%). The most common position was Regional Executive (19.2%), followed by Village Head and Village Secretary (11.5 each). This distribution reflects the village apparatus structure, which is still dominated by men in strategic positions.

THE INFLUENCE OF LEADERSHIP STYLE, WORK ENVIRONMENT AND WORK DISCIPLINE ON THE PERFORMANCE OF VILLAGE OFFICIALS IN THE DISTRICT GANTARANG KEKE BANTAENG REGENCY

Husnul Ilma Amalia et al

3.2 Results of the Classical Assumption Test

Normality Test: The results of the Kolmogorov-Smirnov test show a significance value of 0.068 (>0.05), so the residual data is normally distributed.

Multicollinearity Test: All independent variables have a *tolerance value* >0.10 and *VIF* <10 (X_1 : *VIF*=4.211; X_2 : *VIF*=8.178; X_3 : *VIF*=5.324), so there is no multicollinearity.

Heteroscedasticity Test: Glejser test shows the significance value of all variables >0.05 (X_1 : 0.075; X_2 : 0.166; X_3 : 0.933), so there is no heteroscedasticity.

3.3 Multiple Linear Regression Results

Table 4. Results of Multiple Linear Regression Test

Variables	B (Unstandardized)	Beta (Standardized)	t-count	Sig.	Information
Constant	2,737	-	0.992	0.326	-
Leadership Style (X_1)	0.769	0.588	4,424	0,000	Significant Positive
Work Environment (X_2)	-0.831	-0.632	-3,411	0.001	Significant Negative
Work Discipline (X_3)	1,131	0.945	6,324	0,000	Significant Positive

Source: SPSS Processed Data (2025)

The regression equation obtained is:

$$Y = 2.737 + 0.769X_1 - 0.831X_2 + 1.131X_3 + e$$

3.4 Hypothesis Test Results

t-Test (Partial Effect):

- Leadership style has a positive and significant effect on village apparatus performance ($t=4.424 > t\text{-table}=1.677$; $p=0.000 < 0.05$). Hypothesis 1 is accepted.
- The work environment has a negative and significant effect on village apparatus performance ($t=-3.411$; $p=0.001 < 0.05$). Hypothesis 2 was rejected due to the negative direction of the effect.
- Work discipline has a positive and significant effect on village apparatus performance ($t=6.324 > t\text{-table}=1.677$; $p=0.000 < 0.05$). Hypothesis 3 is accepted.

F-Test (Simultaneous Effect): The calculated F-value of 63.469 $> F\text{-table}$ 2.802 with a significance of 0.000 (<0.05), indicates that the three independent variables together have a significant effect on the performance of village officials.

Coefficient of Determination: The Adjusted R^2 value of 0.786 means that 78.6% of the variation in village apparatus performance can be explained by leadership style, work environment, and work discipline. The remaining 21.4% is influenced by other factors outside the research model.

3.5 Discussion

The Influence of Leadership Style on Village Apparatus Performance

The results of the study indicate that leadership style has a positive and significant effect on the performance of village officials. This finding aligns with Hidayat et al. (2022) who stated that leadership that provides clear direction, motivation, and support can improve the work effectiveness of subordinates. Village heads who adopt a participatory and transformational style tend to encourage village officials to be more responsible and oriented towards achieving organizational goals. The regression coefficient of 0.769 indicates that every one-unit increase in the leadership style score will increase village official performance by 0.769 units, assuming other variables remain constant.

The Influence of the Work Environment on the Performance of Village Officials

The work environment has a negative and significant effect on village official performance, contradicting the initial hypothesis. This finding is supported by Febriyan and Suyono (2024), who found a negative relationship between the work environment and performance. The limited physical conditions of the village office (lack of air conditioning, malfunctioning printers) and less than harmonious working relationships are thought to reduce comfort and work

THE INFLUENCE OF LEADERSHIP STYLE, WORK ENVIRONMENT AND WORK DISCIPLINE ON THE PERFORMANCE OF VILLAGE OFFICIALS IN THE DISTRICT GANTARANG KEKE BANTAENG REGENCY

Husnul Ilma Amalia et al

enthusiasm, thus negatively impacting performance. A coefficient of -0.831 indicates that an increase in the work environment score actually decreases performance, indicating the need for fundamental improvements to the physical and non-physical aspects of the work environment.

The Influence of Work Discipline on Village Apparatus Performance

Work discipline has a positive and significant impact on village apparatus performance, confirming the findings of Agustina and Trihudiyatmanto (2020). Village apparatus with high discipline—reflected in punctuality, procedural compliance, and responsibility—tend to produce more optimal performance. The coefficient of 1.131 is the largest value among the three variables, indicating that work discipline is the most dominant predictor of village apparatus performance in Gantarang Keke District.

Simultaneous Effect of Three Variables

The three independent variables simultaneously significantly influenced village apparatus performance, contributing 78.6% to the overall explanation. This finding indicates that village apparatus performance is not influenced by a single factor, but rather the result of a complex interaction between the leadership style applied, the work environment, and the level of work discipline. Therefore, efforts to improve performance require a holistic approach that addresses these three aspects in an integrated manner.

4. CONCLUSION

Based on the research results and discussion, it can be concluded that:

1. Leadership style has a positive and significant impact on the performance of village officials in Gantarang Keke District, Bantaeng Regency. The implementation of a participatory, democratic, and transformational leadership style can improve the performance of village officials.
2. The work environment has a significant negative impact on the performance of village officials. Unfavorable working conditions, both physical and non-physical, actually reduce the comfort and work enthusiasm of village officials.
3. Work discipline has a positive and significant impact on village apparatus performance. A high level of discipline is the most dominant predictor of improved village apparatus performance.
4. Leadership style, work environment, and work discipline simultaneously have a significant influence on the performance of village officials with an explanatory contribution of 78.6%.

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THE INFLUENCE OF LEADERSHIP STYLE, WORK ENVIRONMENT AND WORK DISCIPLINE ON THE PERFORMANCE OF VILLAGE OFFICIALS IN THE DISTRICT GANTARANG KEKE BANTAENG REGENCY

Husnul Ilma Amalia et al

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