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The Contribution of Leadership Style, Competence, Work Culture, and Job Satisfaction to the Performance of Sub-District Employees in Bondowoso Regency

Faridatut Taufik¹, Suwignyo Widagdo², Diana Dwi Astuti³

^{1,2,3}Faculty of Economics and Business, Institute of Technology and Science Mandala

¹faridatuttaufik24@gmail.com

Abstract

The problem in this research is that there are indications of a decline in employee performance which can affect public services and the achievement of organizational goals. This research was built with the aim of testing and analyzing the influence of leadership style, competency, work culture and job satisfaction on the performance of employees of the Bondowoso District Office. The type of research used in this research is explanatory research. with a total sample of 144 respondents, purposive sampling technique was used as a consideration for researchers. The data analysis technique used is Multiple Linear Regression processed with SPSS 25.0. Based on the results of data analysis, it shows that both partially and simultaneously the variables Leadership Style, Competence, Work Culture and Job Satisfaction have a significant effect on the performance of employees of Subdistrict Offices in Bondowoso Regency. The results of the coefficient of determination show that leadership style, work competency, work culture and job satisfaction have a contribution of 81.3% to the dependent variable (performance) with a very strong level of determination, and the remaining 28.7% is influenced by other factors outside the research.

Keywords: Leadership style, competency, experience, job satisfaction, job performance

1. Introduction

Employee performance is a critical determinant of organizational success, particularly within public sector institutions responsible for delivering essential services to the community. High employee performance not only reflects individual professionalism and accountability but also directly influences an organization's ability to achieve its goals and fulfill its mission effectively [1]. Therefore, understanding the factors that impact employee performance is vital for enhancing service quality and operational efficiency in government offices.

Previous studies have identified several key factors influencing employee performance, including leadership style, employee competence, organizational culture, and job satisfaction [2]. Leadership style refers to the manner in which leaders guide, motivate, and manage their subordinates to achieve organizational objectives. Effective leadership fosters a positive work environment and increases employee motivation, leading to improved performance outcomes [2]. Leaders who adapt their style to the needs of employees and organizational context tend to elicit higher levels of commitment and productivity [3].

Competence encompasses the knowledge, skills, and attitudes required to perform tasks efficiently and effectively [3]. Employees with higher competency levels are more capable of producing quality work and meeting organizational standards. Thus, ongoing employee development through training and education is essential for sustaining high performance [4].

Organizational culture plays a significant role in shaping employee behavior and work ethics. A positive culture promotes collaboration, innovation, and discipline, whereas a dysfunctional culture may lead to conflicts, stress, and diminished motivation [4]. Cultivating a supportive and productive culture is therefore indispensable for maintaining high performance standards [5].

Job satisfaction, defined as an employee's positive emotional state resulting from their job experience, also affects performance [5]. Satisfied employees tend to exhibit higher engagement, loyalty, and productivity. Factors influencing job satisfaction include working conditions, compensation, interpersonal relationships, and recognition by supervisors [6].

This study focuses on employees at the Kecamatan (District) Offices in Bondowoso Regency, which serve as frontline public service providers at the regional government level. The performance of these employees critically determines the quality of services delivered to the public. Understanding how leadership style, competence, organizational culture, and job satisfaction influence employee performance in this context is crucial for developing effective human resource management strategies.

By examining these variables and their impact on employee performance, this research aims to provide empirical insights that can inform policy makers and administrators in local government. Enhancing employee performance through improved leadership, competency development, culture cultivation, and job satisfaction enhancement is expected to lead to better public service delivery and overall organizational effectiveness in Bondowoso Regency.

2. Research Methods

This study employs a quantitative research approach utilizing a survey method to examine the influence of leadership style, competency, work culture, and job satisfaction on employee performance at District Offices across Bondowoso Regency. A quantitative approach was selected to systematically test causal relationships among variables through statistical analysis [7].

The population comprised all employees working at the District Offices in Bondowoso Regency. A purposive sampling technique was employed to select respondents who met specific inclusion criteria relevant to the study objectives [6]. The sample size was determined to satisfy the requirements for multiple linear regression analysis, following the guidelines suggested by [7].

Data were collected using a structured questionnaire consisting of closed-ended items designed to measure the constructs of leadership style, competency, work culture, job satisfaction, and employee performance. The questionnaire items were adapted from validated scales used in prior research and tailored to fit the local government context [8].

Instrument validity was assessed through Pearson's Product Moment correlation, with items considered valid if significant at the 0.05 level [7]. Reliability was evaluated using Cronbach's alpha, with α values equal to or greater than 0.60 deemed acceptable for internal consistency [7].

Data analysis involved multiple linear regression to assess the effect of independent variables on employee performance. Prior to hypothesis testing, classical assumptions were verified [7]:

- Normality test: Kolmogorov-Smirnov test was conducted to ensure residuals approximate a normal distribution.
- Multicollinearity test: Variance Inflation Factor (VIF) and tolerance statistics were examined, with VIF values below 10 indicating no severe multicollinearity among predictors.
- Heteroscedasticity test: Residual scatterplots were inspected to confirm homoscedasticity of residuals.

Hypothesis testing included partial tests (t-tests) to evaluate the influence of each independent variable individually, and simultaneous tests (F-tests) to determine the combined effect on employee performance. The coefficient of determination (R^2) was used to quantify the proportion of variance in employee performance explained by the predictor variables [1].

3. Results and Discussions

Outer Model Evaluation

1. Convergent Validity

Table 1. Loadings Factor

	Indikator	r_{count}	Note
Leadership Style (X_1)	$X_{1,1}$	0,842	Valid
	$X_{1,2}$	0,787	Valid
	$X_{1,3}$	0,850	Valid
	$X_{1,4}$	0,630	Valid
	$X_{1,5}$	0,737	Valid
Employee Competence (X_2)	$X_{2,1}$	0,668	Valid
	$X_{2,2}$	0,707	Valid
	$X_{2,3}$	0,600	Valid
	$X_{2,4}$	0,660	Valid
	$X_{2,5}$	0,757	Valid
	$X_{2,6}$	0,699	Valid
	$X_{2,7}$	0,617	Valid

Organizational Work Culture (X ₃)	X _{3,1}	0,587	Valid
	X _{3,2}	0,771	Valid
	X _{3,3}	0,758	Valid
	X _{3,4}	0,531	Valid
	X _{3,5}	0,782	Valid
	X _{3,6}	0,752	Valid
	X _{3,7}	0,570	Valid
Job Satisfaction (X ₄)	X _{4,1}	0,781	Valid
	X _{4,2}	0,780	Valid
	X _{4,3}	0,780	Valid
	X _{4,4}	0,737	Valid
Employee Performance (Y)	Y ₁	0,801	Valid
	Y ₂	0,789	Valid
	Y ₃	0,624	Valid
	Y ₄	0,714	Valid
	Y ₅	0,745	Valid

Source: Data processed by researchers (2025)

The majority of research variable indicators have an outer loading value higher than 0.7, as can be seen from the data in table 1. Because the data shows that there are no indicators that have an outer loading value of less than 0.7, all indicators are considered feasible and valid for use in research and can be used for further research.

2. Cronbach Alpha

Table 2. Cronbach Alpha

Reliability Statistics		
Variabel	Cronbach's Alpha	Note
Leadership Style	0,830	Reliabel
Employee Competence	0,798	Reliabel
Organizational Work Culture	0,779	Reliabel
Job Satisfaction	0,767	Reliabel
Employee Performance	0,786	Reliabel

Source: Data processed by researchers (2025)

Based on the information in table 4 each research variable has a Cronbach's alpha value greater than 0.7. Based on these results, it can be concluded that all research variables are highly reliable because they all meet the Cronbach's alpha value criteria.

Classical Assumption Test

1. Normality Test

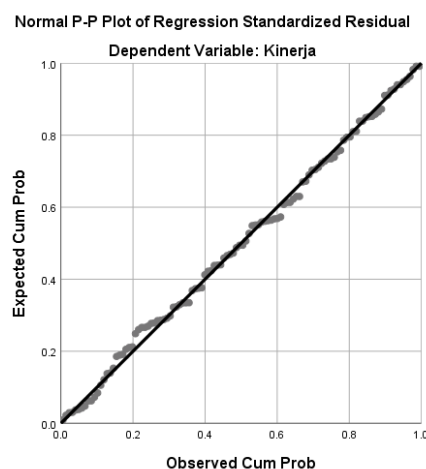


Figure 1. Normality Test

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Source: Data processed by researchers (2025)

Based on the Normality Test in Figure 1, the data are normally distributed, as evidenced by the distribution of data points around the diagonal line.

2. Multicollinearity Test

Table 3. Multicollinearity Test		
Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Leadership	.348	2.873
Competence	.299	3.348
Culture	.347	2.879
Satisfaction	.266	3.764

Source: Data processed by researchers (2025)

Based on table 3, the VIF values for all independent variables are less than 10, indicating that the model does not suffer from multicollinearity, as confirmed by the collinearity statistics analysis.

3. Heteroscedasticity Test

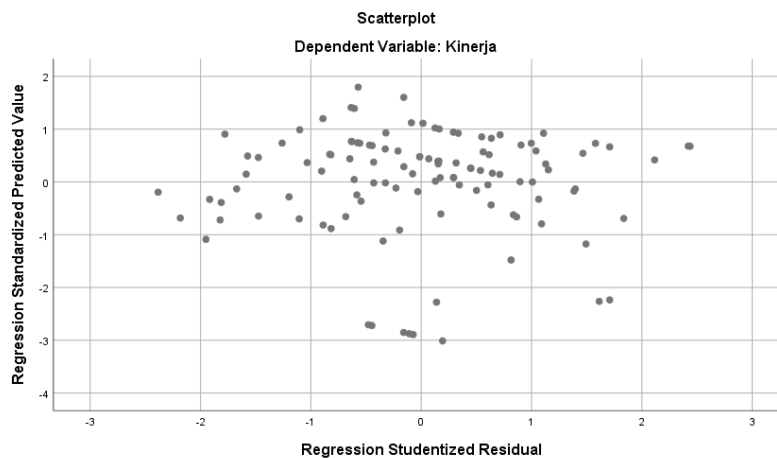


Figure 2. Heteroscedasticity Test

Source: Data processed by researchers (2025)

The scatterplot demonstrates that the data points are randomly distributed and do not form a discernible pattern. They are scattered both above and below the zero value on the Y-axis. This indicates that the regression model does not violate the assumption of classical heteroscedasticity, meaning the hypothesis of homoscedasticity is accepted.

Multiple Linear Regression Analysis

Table 4. Multiple Linear Regression Analysis Result
Coefficients^a

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
1 (Constant)	-3.921E-17	.040		.000	1.000		
Leadership	.239	.069	.239	3.469	.001	.348	2.873
Competence	.176	.074	.176	2.362	.020	.299	3.348
Culture	.186	.069	.186	2.701	.008	.347	2.879
Satisfaction	.399	.079	.399	5.062	.000	.266	3.764

a. Dependent Variable: Performance

Source: Data processed by researchers (2025)

The results of the multiple linear regression analysis indicate that all independent variables—leadership style, employee competence, work culture, and job satisfaction—positively influence the dependent variable, namely employee performance. Among them, job satisfaction is the most dominant factor, with the highest coefficient value of 0.399.

1. Partial Statistical Test (t-test)

Table 5. Partial Statistical Test Result
Coefficients^a

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
1 (Constant)	-3.921E-17	.040		.000	1.000		
Leadership	.239	.069	.239	3.469	.001	.348	2.873
Competence	.176	.074	.176	2.362	.020	.299	3.348
Culture	.186	.069	.186	2.701	.008	.347	2.879
Satisfaction	.399	.079	.399	5.062	.000	.266	3.764

a. Dependent Variable: Performance

Source: Data processed by researchers (2025)

The results of the partial statistical test indicate that all independent variables—leadership style, employee competence, work culture, and job satisfaction—have a significant partial effect on employee performance at the District Office throughout Bondowoso Regency. This is evidenced by p-values all being less than 0.05, indicating that each variable individually contributes to influencing employee performance. Among these variables, job satisfaction shows the strongest influence based on the highest t-value. Therefore, improvements in leadership style, employee competence, work culture, and especially job satisfaction are believed to have a significant positive impact on employee performance.

2. Statistical Test (F-test)

Table 6. Statistical Test Result
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	92.649	4	23.162	124.057	.000 ^b
Residual	20.351	109	.187		
Total	113.000	113			

a. Dependent Variable: Performance

b. Predictors: (Constant), Satisfaction, Culture, Leadership, Competence

Source: Data processed by researchers (2025)

Based on the F-test results, with a significance value of 0.000 (which is less than 0.05), it can be concluded that leadership style, employee competence, work culture, and job satisfaction simultaneously have a significant effect

on employee performance at the District Offices throughout Bondowoso Regency. Therefore, the null hypothesis (H0) stating that there is no simultaneous effect of these variables on employee performance is rejected.

3. Coefficient of Determination (R²)

Table 7. Coefficient of Determination (R²) Result

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.905 ^a	.820	.813	.43209616	1.531

a. Predictors: (Constant), Satisfaction, Culture, Leadership, Competence

b. Dependent Variable: Performance

Source: Data processed by researchers (2025)

The analysis results of the influence of leadership style (X₁), employee competence (X₂), work culture (X₃), and job satisfaction (X₄) on employee performance (Y), as shown in the table above, indicate that the coefficient of determination or Adjusted R Square is 0.813. This means that all the independent variables (leadership style, employee competence, work culture, and job satisfaction) contribute 81.3% to the dependent variable (performance) with a very strong level of accuracy. The remaining 18.7% is influenced by other factors outside the scope of this study.

Competency is a crucial factor determining employee performance and organizational effectiveness. It is defined as the combination of knowledge, skills, and attitudes that enable employees to carry out their tasks effectively according to established standards [9]. [2] emphasize that competency is the ability grounded in expertise and experience to execute tasks excellently. [2] describe competency as a personal attribute directly linked to job success, implying that individuals with higher competency tend to achieve better performance outcomes.

Factors influencing competency development include work experience and training [10], work motivation [8], and personal values [1]. Psychological barriers such as anxiety or low self-confidence may hinder competency growth, making it important to create a safe and supportive work environment [11]. Therefore, competency is a multidimensional construct integrating knowledge, skills, attitudes, and motivation, which plays a key role in employee effectiveness.

Work culture is a system of shared values, norms, and beliefs that regulate how organizational members behave and solve problems [5]. It shapes employee attitudes and behavior, creating a collective identity and directing organizational functioning [12]. [5] explains that organizational culture is a philosophy shaped by values, symbols, and knowledge that influence individuals' approach to work.

Elements of work culture include basic assumptions about work, attitudes toward tasks, behavioral norms, physical work environment, and work ethic [13]. Factors such as leadership behavior [6], recruitment practices [3], and organizational mission and vision [14] significantly shape and sustain a strong organizational culture. A positive work culture enhances collective spirit, motivation, and overall organizational performance [5].

Job satisfaction is an employee's emotional response to various aspects of their job, reflecting the degree to which job-related needs and expectations are met [1]. Herzberg's theory differentiates motivator factors (such as achievement) and hygiene factors (such as salary and work conditions) as determinants of job satisfaction [14].

Other theories emphasize that satisfaction depends on the fulfillment of job values perceived by employees [15]. Key factors affecting job satisfaction include working conditions, compensation, relationships with supervisors and coworkers, and recognition [2]. High job satisfaction is correlated with stronger organizational commitment, lower turnover rates, and improved performance [2].

Employee performance is defined as behaviors and work results that contribute to organizational goals [11]. Performance includes both outcomes and the processes and behaviors underlying task completion. Performance is influenced by ability (knowledge and skills), motivation (internal and external drivers), and environmental factors [4]. Accurate performance appraisal is essential for human resource management, impacting motivation, career development, and feedback [3]. Common performance indicators include job skills, quality and quantity of work, responsibility, initiative, discipline, cooperation, punctuality, effectiveness, and independence [6].

Based on the first hypothesis, leadership style significantly affects employee performance in the District Offices across Bondowoso Regency, and H1 is accepted. This is because elements related to leadership—such as clear strategy communication, attention to team members, motivation, team cohesion, and respect for diversity—positively influence employee performance. Leaders at the district level play a central role in providing strategic direction, fostering a supportive work environment, and motivating employees to achieve effective task

completion. Previous studies by [16] support these findings, emphasizing leadership's crucial role in enhancing employee performance, especially in the public sector.

The second hypothesis testing shows that employee competence significantly impacts employee performance, and H2 is accepted. Competence factors—including values, experience, individual characteristics, motivation, intellectual capacity, and emotional management—improve productivity and work quality in the District Offices. Competent employees handle administrative and operational tasks efficiently, adapt to daily challenges, and make timely decisions.

The third hypothesis reveals a significant effect of work culture on employee performance, thus H3 is accepted. Elements such as leadership behavior, employee selection, organizational values, clear mission formulation, and leadership role modeling contribute to a productive work environment. A strong work culture aligns values and norms, supports ethical behavior, and encourages collaboration, which leads to improved service quality. [3] emphasize that positive work culture enhances employee engagement and performance.

The fourth hypothesis confirms that job satisfaction significantly affects employee performance, with H4 accepted. Factors such as the nature of the work itself, salary, supervision, and coworker relationships influence employee motivation and productivity. Employees who find meaning in their work, receive fair compensation, and experience supportive supervision and harmonious coworker relations tend to perform better. This finding aligns with [16], who highlight job satisfaction as a key determinant of employee performance.

The fifth hypothesis testing confirms that leadership style, employee competence, work culture, and job satisfaction collectively influence employee performance. These variables interact synergistically to enhance efficiency and productivity in the District Offices. Adaptive and inclusive leadership fosters competence development, a positive work culture, and job satisfaction, which together drive better performance. The results underscore the importance of a holistic approach in human resource management to sustain and improve employee performance. Studies by [16] and [3] support this comprehensive perspective.

4. Conclusion

In conclusion, this study confirms that effective leadership styles, strong employee competencies, a positive organizational culture, and high levels of job satisfaction play a critical role in enhancing employee performance at District Offices across Bondowoso Regency. Leaders who provide clear direction, serve as role models, and motivate their employees help create a more productive and goal-oriented work environment. Competent employees, equipped with the necessary knowledge, skills, and motivation, demonstrate higher efficiency and professionalism in carrying out their duties. A supportive organizational culture based on shared values and exemplary leadership fosters collaboration and a sense of belonging, which further boosts performance. Additionally, job satisfaction, influenced by fair rewards, effective supervision, and harmonious workplace relationships, significantly increases employee enthusiasm and productivity. These four variables are closely interconnected and collectively contribute to building an optimal work ecosystem that supports both individual and organizational effectiveness. The results of this study may serve as a reference for improving human resource management practices and public service quality. Future research is advised to explore these variables in different organizational contexts or to examine additional factors that may influence employee performance.

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