

**THE EFFECT OF LEADERSHIP STYLE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT THE AERODYNAMICS, AEROELASTICS, AEROACOUSTICS LABORATORY (LA3-BRIN) IN THE SCIENCE AND TECHNOLOGY PARK BJ HABIBIE SETU, TANGERANG SELATAN**

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**Abstract:** This study aims to analyze the influence of leadership style and work environment on employee performance at LA3-BRIN. The research employs a quantitative associative method with a saturated sampling technique, involving 80 employees as respondents. Data collection was conducted through questionnaires, and the analysis was carried out using multiple linear regression to examine both partial and simultaneous effects of the independent variables on employee performance. The findings reveal that leadership style does not significantly affect employee performance, while the work environment has a strong and positive influence. A well-structured and comfortable workplace, including air circulation, lighting, and noise control, enhances employee motivation and productivity. Although leadership style does not have a direct impact, it plays an indirect role in shaping organizational culture and engagement. The study concludes that improving the work environment and refining leadership approaches can enhance overall employee performance.

**Keywords:** Leadership Style, Work Environment, Employee Performance.

**INTRODUCTION**

The development of technology over time has continued to progress and advance, transforming many aspects of life, including business. In today's modern era, human life and all its activities are inseparable from technological advancements and developments. The evolution of technology, information, and communication has brought rapid changes in social, economic, and cultural fields. Management is the process of planning, organizing, executing, and supervising activities within an organization to achieve its established objectives. The role of management in a company has led to increased attention to the importance of human resources. Human resource development aims to create well-rounded, competent individuals aligned with Indonesia's national development goals. It is necessary to build and develop the potential derived from human resources or the individuals who generate such potential.

Based on the author's observations, it was found that the performance level of LA3-BRIN employees has declined due to the improper implementation of leadership styles by superiors. Leadership is one of the key factors that can drive, direct, guide, and motivate employees to achieve better work performance. Another factor contributing to the decline in employee performance is the lack of harmonious interactions among colleagues and an uncomfortable work environment. Issues such as unresponsive computer systems, slow internet access, inadequate dining facilities that require employees to bring their own, limited parking space, poor air circulation, noise, and mechanical vibrations from the company's proximity to a busy road with heavy vehicle traffic all negatively impact employee comfort. Poor leadership and an uncomfortable work environment ultimately affect employee performance in the company.

Performance is a crucial component in measuring the level of success achieved. Companies must continuously strive to improve performance over time. The performance issues at LA3-BRIN that have not been maximized include inadequate target fulfillment, task execution that does not adhere to procedures, and a lack of significant achievements. This indicates that performance within the company fluctuates and remains suboptimal. Based on observations at the research site, data shows the performance trends at LA3-BRIN.

**Table 1. Pre-Survey Data on Performance Evaluation**

No	Type of Performance Evaluation	Target	2020	2021	2022
1	Completing tasks effectively	100%	78%	82%	78%
2	Completing tasks in line with company objectives	100%	70%	80%	85%
3	Performing tasks according to Standard Operating Procedures (SOP)	100%	62%	76%	72%
4	Cooperation among employees	100%	65%	76%	70%
5	Completing tasks on time	100%	68%	75%	70%
6	Performing tasks according to job description	100%	74%	76%	68%

Based on Table 1, in 2020, the average performance assessment based on completing tasks effectively and performing tasks according to the job description was considered good. However, performance assessments based on completing tasks in accordance with company goals, performing tasks according to SOPs, teamwork among employees, and completing tasks on time were considered quite good. In 2021, performance assessments based on completing tasks effectively, completing tasks according to company goals, performing tasks according to SOPs, teamwork among employees, completing tasks on time, and performing tasks according to job descriptions were considered good. However, in 2022, performance assessments declined in terms of teamwork among employees, completing tasks on time, and performing tasks according to the job description. This decline was due to the leadership style applied, which had a less positive impact on employees because of factors influencing individual performance that originate from the environment, such as the behavior, attitudes, and actions of colleagues, subordinates, or leaders, as well as an unfavorable work environment within the company. These factors contributed to the decline in employee performance at LA3-BRIN.

If this issue continues to persist, it may result in a loss of productivity levels, a breakdown in communication among employees, a decline in the company's performance outcomes, and the company's growth may gradually regress or even face losses or bankruptcy. According to Fahmi (2017:188), "Performance is the result of a process that refers to and is measured over a certain period based on predetermined agreements or stipulations."

Several factors influencing performance at LA3-BRIN include leadership style and work environment. Leadership style is a behavioral approach used by a leader to influence, motivate, and direct their members. Each leadership style determines how a leader implements plans and strategies to achieve established goals while also considering the expectations of stakeholders and the well-being and safety of their team members.

The determination of leadership style at LA3-BRIN is still considered less than optimal. Therefore, a leader can influence morale, job satisfaction, security, quality of work life, and, most importantly, the level of achievement of a company. A leader must understand what employees think about the company, actively communicate with their employees, and employee performance can be optimal if employees are always enthusiastic about their work by utilizing their full abilities, knowledge, and skills. If employees can work optimally, it will not be difficult for the company to continue to grow and develop.

The leadership style issues at LA3-BRIN are still considered inadequate due to the leader's poor decision-making, ineffective approach to subordinates, lack of firmness in providing clear directions to employees, and insufficient guidance for subordinates who do not fully understand their tasks. As a result, employees are expected to understand their responsibilities individually. Based on observations at the research site, there are several shortcomings in leadership style, including the leader not providing clear explanations of tasks and responsibilities to employees. This leads to a lack of understanding among employees regarding their duties and functions, ultimately resulting in suboptimal employee performance

within the company. If this issue continues unchecked, employees may no longer work efficiently, their motivation will decline, and the quality of their work will deteriorate. A poor leadership style may cause employees to feel uncomfortable and result in the company losing competent employees. According to Nikmat (2022:42), "Leadership style is the behavioral pattern of a leader in influencing their followers. The definition of leadership style is dynamic, as it can change depending on the followers and the situation."

Apart from leadership style, another factor that can influence employee performance is the work environment. The work environment issues within the company include poor social relationships and an unsupportive attitude from supervisors. Poor working conditions have the potential to cause employees to fall ill easily, experience stress, and have difficulty concentrating, which ultimately affects their performance. The work environment refers to the atmosphere in which employees carry out their daily work activities. A conducive work environment provides a sense of security and allows employees to perform optimally. Employees who enjoy their work environment will feel comfortable, engage in their tasks effectively, and use their working hours productively. Conversely, an inadequate work environment can reduce employee performance.

The work environment at LA3-BRIN is considered suboptimal due to a lack of harmonious interaction among employees and an uncomfortable workplace, such as unresponsive computer systems, slow internet access, inadequate dining facilities, limited parking space, insufficient prayer facilities, and poor air circulation. Based on observations at the research site, several deficiencies in the work environment have resulted in suboptimal employee performance. In terms of lighting, the conditions are adequate and not glaring. Regarding air temperature, while air circulation is sufficient, the central air conditioning is excessively cold. Noise issues arise as mechanical vibrations from passing vehicles and conversations among employees can be heard in some areas. The available meeting space must be shared alternately, prayer facilities are adequate, parking space is available but insufficient for all employees, and the designated smoking area is considered adequate. Workplace security is maintained by security personnel who take turns on duty. Work facilities include company-provided laptops, unstable internet access, and lockers for employees.

If these issues persist, employees will not be able to work efficiently. Human life is closely connected to the surrounding environment, and there is a strong relationship between people and their environment. The work environment encompasses the social, psychological, and physical conditions within the company that influence employees in performing their duties. Employees constantly strive to adapt to their surroundings. Similarly, when performing their jobs, employees cannot be separated from the various conditions of their workplace environment. According to Ekawati (2022), the work environment is the condition surrounding workers while they perform their tasks, which has an impact on them during their work and in carrying out company operations. The work environment plays an essential role in enabling employees to complete their tasks effectively and efficiently.

## **RESEARCH METHODS**

This study employs a quantitative research method with an associative approach to analyze the influence of leadership style and work environment on employee performance at LA3-BRIN, Setu, South Tangerang. This method aims to test the relationship between the examined variables through statistical analysis conducted on the entire population of employees, totaling 80 people, using a saturated sampling technique. The research was conducted at LA3-BRIN, located in South Tangerang, from September 2024 to March 2025. Data collection was carried out through questionnaires distributed to employees, direct observations of the work environment, as well as documentation and literature studies to strengthen the theoretical foundation. Primary data was obtained directly from respondents, while secondary data was collected from previously published sources.

The variables in this study include leadership style as an independent variable, measured by decision-making ability, motivation, communication, subordinate control, and emotional management. The work environment was assessed based on lighting, air temperature, noise levels, workspace, and security. Meanwhile, employee performance as the dependent variable was analyzed in terms of quality, quantity, timeliness, teamwork, and supervision.

Data analysis techniques began with validity and reliability tests to ensure that the research instruments provided accurate and consistent results. The validity test measured how well the instruments captured the intended variables, while the reliability test ensured the stability of measurement results over time. These tests were conducted using SPSS version 25 software. Next, classical assumption tests were performed to confirm that the regression model met statistical requirements. The normality test ensured that the data followed a normal distribution, the multicollinearity test evaluated the relationship between independent variables, the heteroscedasticity test checked whether residual variance changed systematically,

and the autocorrelation test examined whether there was a relationship between residuals in the regression model.

Data analysis was conducted using multiple linear regression to determine the extent to which independent variables influenced the dependent variable. Additionally, the coefficient of determination test was used to measure the contribution of independent variables in explaining variations in employee performance, while the correlation test was applied to determine the strength of relationships between the examined variables. Hypothesis testing was performed using the t-test to evaluate the individual impact of each independent variable on the dependent variable and the F-test to assess the simultaneous influence of independent variables. Decisions in these tests were made based on predetermined significance levels.

## RESEARCH RESULTS AND DISCUSSION

### A. Respondent Characteristics

Each respondent in this study has unique characteristics that help in identifying demographic patterns. The characteristics analyzed include gender, age, work experience, and educational background. Understanding these attributes provides insights into the composition of respondents and their potential influence on the research findings.

Based on gender distribution, the majority of respondents are male, comprising 55% of the total 80 respondents, while female respondents account for 45%. This suggests a relatively balanced gender representation in the workforce, with a slight dominance of male employees. The gender composition may reflect the nature of job roles at LA3-BRIN, where certain technical or operational positions may attract more male employees.

In terms of age, the largest group of respondents falls within the 21-30 age range, representing 67.5% of the total sample. This is followed by employees aged 31-40 years (25%), those under 20 years (6.25%), and those over 50 years (1.25%). The dominance of young professionals, particularly those in their 20s, indicates a workforce composed primarily of early-career individuals, which could influence factors such as adaptability to new work environments, motivation levels, and professional development needs. Regarding work experience, most respondents have been working for 1-3 years, accounting for 37.5% of the total. This is followed by employees with less than a year of experience (32.5%), those with 4-5 years of tenure (13.75%), and those who have worked for more than five years (16.25%). These figures suggest that the majority of employees are relatively new to the organization, highlighting a potential need for structured training programs and career development initiatives to enhance long-term retention and productivity.

In terms of educational background, the majority of respondents hold a bachelor's degree (70%), followed by high school or vocational school graduates (13.75%), master's degree holders (11.25%), and diploma graduates (5%). The dominance of undergraduate degree holders indicates that the workforce is highly educated, which may contribute to greater analytical and technical skills within the organization. However, the presence of respondents with varying educational levels also suggests a diverse range of expertise and experiences that can support different organizational functions.

The demographic characteristics of respondents highlight a predominantly young, well-educated workforce with a relatively short tenure in the organization. This composition presents both opportunities and challenges for management, particularly in terms of leadership approaches, employee engagement, and workplace development strategies. Understanding these characteristics can help the organization tailor policies and programs to enhance employee performance and job satisfaction.

### B. Validity and Reliability Test

**Table 1. Validity Test Results**

Variable	Item	Corrected Item- Total Correlation	$r_{table}$	Info
Leadership Style	X <sub>1</sub> 1	0,679	0,2199	Valid
	X <sub>1</sub> 2	0,742		Valid
	X <sub>1</sub> 3	0,829		Valid
	X <sub>1</sub> 4	0,822		Valid
	X <sub>1</sub> 5	0,824		Valid
	X <sub>1</sub> 6	0,825		Valid
	X <sub>1</sub> 7	0,775		Valid
	X <sub>1</sub> 8	0,679		Valid
	X <sub>1</sub> 9	0,742		Valid
	X <sub>1</sub> 10	0,829		Valid

Work Environment	X <sub>2</sub> 1	0,869	0,2199	Valid
	X <sub>2</sub> 2	0,886		Valid
	X <sub>2</sub> 3	0,888		Valid
	X <sub>2</sub> 4	0,840		Valid
	X <sub>2</sub> 5	0,870		Valid
	X <sub>2</sub> 6	0,866		Valid
	X <sub>2</sub> 7	0,896		Valid
	X <sub>2</sub> 8	0,896		Valid
	X <sub>2</sub> 9	0,860		Valid
	X <sub>2</sub> 10	0,827		Valid
Employee Performance	Y 1	0,796	0,2199	Valid
	Y 2	0,869		Valid
	Y 3	0,863		Valid
	Y 4	0,748		Valid
	Y 5	0,781		Valid
	Y 6	0,898		Valid
	Y 7	0,835		Valid
	Y 8	0,814		Valid
	Y 9	0,898		Valid
	Y 10	0,711		Valid

Based on Table 1, the results show that all r-calculated values are greater than the r-table values. Therefore, it can be concluded that the statement items in this research instrument are considered valid.

Table 2. Reliability Test Results

Variabel	Cronbach's Alpha	Info
Leadership Style (X <sub>1</sub> )	0,925	Reliable
Work Environment (X <sub>2</sub> )	0,964	Reliable
Employee Performance (Y)	0,940	Reliable

Based on the results from Table 2 above, it can be concluded that all variables have a Cronbach's alpha value greater than 0.60. Thus, the variables of leadership style, work environment, and employee performance can be considered highly reliable and suitable for use as measurement tools in future research.

### C. Classic Assumption Test

#### 1. Normality Test

Table 2. Normality Test  
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		80
Normal Parameters <sup>a, b</sup>	Mean	.0000000
	Std. Deviation	4.61583473
Most Extreme Differences	Absolute	.097
	Positive	.097
	Negative	-.080
Test Statistic		.097
Asymp. Sig. (2-tailed)		.063 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

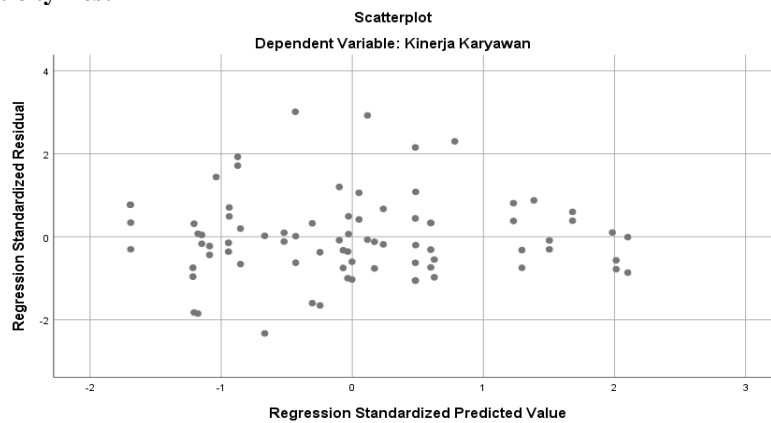
c. Lilliefors Significance Correction.

Based on the results of the Kolmogorov-Smirnov test, the significance value of 0.63, which is greater than 0.05, indicates that the residual data follows a normal distribution, so the null hypothesis can be accepted. Additionally, the P-P Plot test and histogram also confirm that the data is distributed around the diagonal line and follows its direction, forming an inverted bell curve pattern. This indicates that the data in this study is normally distributed and meets the assumptions for the normality test.

**2. Multicollinearity Test**

Based on the data analysis results, the leadership style and work environment variables each have a tolerance value of 0.924, which is greater than 0.10, and a VIF value of 1.082, which is less than 10. These results indicate that there is no multicollinearity in the leadership style and work environment variables, making the regression model valid and suitable for use in the regression equation.

**4. Heteroscedasticity Test**



**Figure 1. Heteroscedasticity Test**

The heteroscedasticity test aims to ensure that there is no unequal variance of residuals between observations in the regression model. In this study, the heteroscedasticity test was conducted using a scatter plot that compares the predicted values of the dependent variable (ZPRED) with its residuals (SRESID). If the points on the graph form a certain pattern, such as waviness or widening and then narrowing, it indicates the presence of heteroscedasticity. However, if the points are scattered without a clear pattern, then no heteroscedasticity is present. Based on the scatter plot results, the points do not form a regular pattern, indicating that there is no heteroscedasticity disturbance in this regression model, so the regression model can be used.

**3. Autocorrelation Test**

The autocorrelation test aims to evaluate whether there is autocorrelation in the linear regression model, which can be done using the Durbin-Watson method. Based on the guidelines referring to Algifari in Laila (2022), the Durbin-Watson result of 1.307 indicates that no conclusion can be drawn regarding the presence of autocorrelation, as this value falls within the range of 1.100 – 1.550.

**D. Multiple Linear Regression Analysis**

**Table 4. Multiple Linear Regression Analysis**

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	12.089	4.067		2.973
Leadership Style	0.129	0.098	0.113	1.319
Work Environment	0.530	0.070	0.649	7.552

Dependent Variable : Employee Performance

The multiple linear regression equation used in this study is  $Y = a + b_1X_1 + b_2X_2$ , where Y represents Employee Performance as the dependent variable, a is the constant, and  $b_1$  and  $b_2$  are the coefficients for the independent variables, Leadership Style ( $X_1$ ) and Work Environment ( $X_2$ ). Based on the regression test

results, the equation obtained is  $Y = 12.089 + 0.129X_1 + 0.530X_2$ . This equation indicates the relationship between the independent and dependent variables, helping to understand the extent to which Leadership Style and Work Environment influence Employee Performance.

The regression coefficients provide meaningful interpretations of the influence of each independent variable. The coefficient for Leadership Style ( $X_1$ ) is 0.129, meaning that for every one-unit increase in Leadership Style, Employee Performance (Y) is expected to increase by 0.129 units, assuming other factors remain constant. Similarly, the coefficient for Work Environment ( $X_2$ ) is 0.530, indicating that a one-unit improvement in Work Environment will lead to a 0.530-unit increase in Employee Performance. These results highlight that the Work Environment has a stronger impact on Employee Performance compared to Leadership Style.

The constant value of 12.089 suggests that even if both Leadership Style and Work Environment are at zero, Employee Performance would still be at a baseline level of 12.089. This implies that other factors beyond the examined variables may contribute to employee performance. The findings emphasize the importance of improving both leadership approaches and workplace conditions to enhance overall employee performance, with particular attention to environmental factors that show a more significant impact.

Based on Table 4, the t-test results indicate the following findings the significance value for the Leadership Style ( $X_1$ ) variable is 0.191, which is greater than 0.05, meaning that Leadership Style does not have a significant positive effect on Employee Performance (Y). The significance value for the Work Environment ( $X_2$ ) variable is 0.000, which is less than 0.05, indicating that the Work Environment has a significant positive effect on Employee Performance (Y).

Since the t-value for Leadership Style (1.319) is less than the t-table value (1.66462) and the significance level exceeds 0.05 ( $0.191 > 0.05$ ), it can be concluded that Leadership Style does not significantly affect Employee Performance. Conversely, the t-value for the Work Environment (7.552) is greater than the t-table value (1.66462), and the significance level is below 0.05 ( $0.000 < 0.05$ ), confirming that the Work Environment has a significant impact on Employee Performance.

Table 5. Simultaneous Test

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1520.382	2	760.191	34.776	.000 <sup>b</sup>
	Residual	1683.168	77	21.859		
	Total	3203.550	79			

Based on Table 5, the F-test results show an F-value of 34.776 with a significance value of 0.000. Since  $F_{hitung} > F_{tabel}$  ( $34.776 > 3.115$ ) and the significance level is less than 0.05 ( $0.000 < 0.05$ ), it can be concluded that the independent variables, Leadership Style ( $X_1$ ) and Work Environment ( $X_2$ ), simultaneously have a significant effect on Employee Performance (Y).

Table 6. Coefficient of Determination Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change
1	.689 <sup>a</sup>	.475	.461	4.675	.475

Based on the table, the coefficient of determination (R Square) is 0.475 or 47.5%. This indicates that the Leadership Style ( $X_1$ ) and Work Environment ( $X_2$ ) variables contribute 47.5% to Employee Performance (Y). In other words, these two independent variables explain nearly half of the variations in employee performance within the organization.

The remaining 52.5% is influenced by other factors that were not examined in this study. These may include variables such as motivation, job satisfaction, organizational culture, workload, and other external conditions that can impact employee performance. This suggests that while leadership and work environment play significant roles, other elements should also be considered for a more comprehensive understanding of employee performance. These findings emphasize the need for further research to explore additional determinants of employee performance. Organizations should not only focus on improving leadership styles and workplace conditions but also consider integrating other factors that could enhance productivity and overall job satisfaction.

## DISCUSSION

This discussion explores the influence of leadership style and work environment on employee performance, both individually and collectively. Understanding these relationships is crucial for organizations seeking to enhance productivity and create an optimal workplace. Leadership and workplace conditions are often considered key determinants of employee success, yet their exact influence varies across different organizational settings.

The analysis of leadership style on employee performance reveals that leadership approaches do not necessarily have a direct positive impact. The findings suggest that leadership style alone does not significantly improve performance outcomes. This challenges the common assumption that leadership directly enhances productivity and instead highlights the complexity of factors influencing employee behavior. While leadership remains important, its effectiveness may depend on other contextual variables, such as employee engagement, motivation, and workplace culture. One reason for the lack of a significant influence of leadership style on performance could be the variation in how leaders manage their teams. Different leaders apply distinct approaches, ranging from authoritarian to democratic styles, and each style may have varying effects depending on the workforce's expectations and organizational culture. A leadership approach that does not align with employees' needs and work preferences may fail to drive motivation and engagement, ultimately limiting its impact on performance.

Previous studies have yielded similar findings, reinforcing the idea that leadership style does not always correlate directly with employee productivity. Research conducted in both public and private sector organizations has shown that leadership styles often play a supporting role rather than a decisive one in influencing performance. For instance, studies in government institutions and corporate environments have indicated that leadership's impact is often mediated by other factors, such as organizational policies, job satisfaction, and employee motivation.

In contrast, the analysis of work environment factors presents a strong and direct relationship with employee performance. A conducive work environment significantly contributes to better job satisfaction, engagement, and productivity. Employees working in comfortable, well-equipped, and efficiently managed environments tend to exhibit higher levels of performance, as they feel more motivated and supported in carrying out their tasks. This aligns with the second hypothesis, which states that workplace conditions play a crucial role in enhancing employee effectiveness.

The positive impact of the work environment on performance is further supported by prior research. Various studies across industries have consistently found that factors such as office layout, noise levels, lighting, ventilation, and accessibility to necessary tools and resources influence how well employees perform. A well-maintained and structured workplace fosters efficiency, reduces work-related stress, and enhances collaboration among team members, all of which contribute to improved productivity. Beyond physical conditions, the psychological aspects of the work environment also play a significant role. A workplace culture that promotes teamwork, open communication, and mutual respect among employees fosters a positive atmosphere that encourages higher levels of commitment and engagement. Employees who feel valued and supported in their work environment are more likely to remain motivated, take initiative, and contribute positively to the organization's goals.

When examining the combined impact of leadership style and work environment on employee performance, the findings indicate that these two factors collectively influence productivity. While leadership style may not have a direct impact, its role in shaping organizational culture and work dynamics should not be overlooked. When coupled with a supportive and well-structured work environment, leadership can indirectly contribute to better employee performance by fostering a culture of accountability, innovation, and continuous improvement. However, despite the significance of leadership style and work environment, it is important to recognize that additional factors also influence employee performance. Elements such as work discipline, job satisfaction, compensation, workload, and career development opportunities contribute to overall productivity levels. Organizations should adopt a holistic approach that integrates leadership strategies, workplace improvements, and employee-centric policies to create a sustainable and high-performing work environment.

This study highlights the varying degrees of influence that leadership style and work environment have on employee performance. While leadership alone may not be a defining factor, it plays a complementary role in shaping organizational culture and employee engagement. The work environment, on the other hand, emerges as a key determinant of productivity, reinforcing the importance of investing in workplace conditions. To achieve optimal employee performance, organizations must consider a balanced approach that combines effective leadership, a conducive work environment, and additional motivational factors that drive sustained success.



## CONCLUSION

Based on the findings of this study, it can be concluded that leadership style does not have a significant influence on employee performance at LA3-BRIN, while the work environment plays a crucial role in enhancing performance. The research demonstrates that a well-structured and conducive work environment positively impacts employee productivity, motivation, and job satisfaction. This suggests that factors such as workplace facilities, air circulation, lighting, and noise levels contribute more significantly to improving employee performance than leadership style alone.

Although leadership style did not show a direct impact, its role in shaping organizational culture and work dynamics should not be overlooked. A leader's ability to communicate, motivate, and make effective decisions may not directly enhance employee performance but can indirectly support a more productive and engaging work environment. The study highlights that a leadership approach tailored to employee needs, combined with a comfortable and well-managed workplace, can lead to better overall performance. Furthermore, the analysis shows that leadership style and work environment together contribute to improving employee performance, explaining a substantial portion of the variations in productivity levels. However, other factors such as job satisfaction, motivation, workload, and compensation also play an essential role. To maximize employee potential, organizations should adopt a holistic approach that integrates effective leadership with workplace improvements, ensuring employees have the necessary support and resources to perform at their best.

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