Leadership Style, Integrity, and Work Discipline: Their Effects on Employee Performance in Lambu Kibang

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Abstract

This study examines the effects of leadership style, integrity, and work discipline on employee performance in the Lambu Kibang Sub-District, Tulang Bawang Barat Regency, Indonesia. A quantitative causal design was employed, involving 113 government officials from the sub-district and nine villages, selected through saturated sampling. Data were collected through questionnaires, observation, documentation, and literature review and analyzed using multiple linear regression with IBM SPSS Statistics 25. The results indicate that leadership style, integrity, and work discipline each have a positive and significant effect on employee performance. Work discipline has the largest standardized coefficient (β = 0.334), followed by leadership style (β = 0.302) and integrity (β = 0.258). Simultaneously, the three variables significantly predict employee performance ($F = 30.654$, $p < 0.001$), explaining 61.8% of the variance, with an adjusted R^2 of 0.607. These findings highlight the importance of strengthening leadership practices, integrity, and employee discipline as complementary elements of human resource management in sub-district government. However, the study's cross-sectional design and focus on a single sub-district limit the generalizability of the findings, while 39.3% of the variance remains unexplained by the model.

Keywords: *Employee Performance, Integrity, Leadership Style, Public Sector, Work Discipline*

1. INTRODUCTION

Employee performance is an important indicator of the effectiveness of government administration and quality of public services. In public sector organizations, the achievement of organizational objectives is strongly influenced by the quality of human resources, particularly leadership, integrity, and discipline. Robbins and Judge (2022) explained that employee performance reflects the work outcomes achieved by individuals based on organizational standards and targets. Therefore, improving employee performance is essential for realizing professional, accountable, and community-oriented governance (Razak, Sari, & Meidasari, 2026). However, bureaucratic problems involving low work discipline, weak employee integrity, and less-than-optimal leadership remain challenges (Kumalasari, Masthurah, Hairudin, Maryani, & Khoirina, 2026). The Ombudsman of the Republic of Indonesia has also highlighted the existence of government employees who are frequently absent but continue to receive full performance allowances, indicating integrity and work discipline issues that may affect the effectiveness of public services. These conditions highlight the importance of examining how leadership style, integrity, and work discipline jointly contribute to employee performance in local government institutions.

This context is relevant to the conditions in Tulang Bawang Barat Regency and Lambu Kibang Sub-District. Regional development indicators provide a broader context for the need to strengthen public sector performance. Discipline and integrity issues have also become concerns in public service delivery in the Tulang Bawang Barat Regency. At a strategic meeting in August 2025, the Head of Lampung Provincial Ombudsman emphasized the importance of discipline, supervision, and performance-based recognition of employees. Meanwhile, Lambu Kibang Sub-District has a strategic characteristic because, in 2020, it was designated as the first model sub-district for the Indonesia Aware of Population Administration Movement (*Gerakan Indonesia Sadar Administrasi Kependudukan/GISA*) in Lampung Province. Despite these institutional initiatives, employee performance requires continued evaluation using measurable indicators of work behavior and discipline.

More specific empirical evidence can be observed in the employee attendance data of the Lambu Kibang Sub-District for 2023–2025. The average employee attendance rate declined from 89.2% in 2023 to 86.5% in 2024 and 84.1% in 2025. During the same period, the average number of delays exceeding 30 minutes increased from 3.4 days to 4.2 days and 5.1 days per month, while unauthorized absences increased from 1.8 days to 2.3 days and 2.9 days per month. The average number of leave or sick days also increased from 2.1 to 2.6 days per month. This condition was accompanied by an increase in the number of employees receiving disciplinary sanctions, from 3 employees in 2023 to 5 in 2024 and 7 in 2025. This pattern provides a concrete empirical basis for investigating whether leadership style, integrity, and work discipline are associated with employee performance in this specific bureaucratic setting.

Previous studies examining leadership styles and employee performance have produced inconsistent findings. Based on organizational behavior theory (Robbins & Judge, 2022), leadership is an important factor influencing subordinate behavior and performance. Sudirman, Hajar, and Asraf (2024) found that transformational leadership positively and significantly affects employee performance at the Regional Personnel Agency in Southeast Sulawesi Province. In contrast, Harefa, Ndraha, Halawa, and Telaumbanua (2025) reported that collaborative leadership in local government institutions was not optimally implemented, and employee participation remained a challenge. These findings suggest that the relationship between leadership and performance may depend on how leadership practices operate in specific organizational settings.

Integrity is another important factor in employee performance because it reflects honesty, consistency, responsibility, and an orientation toward ethics in carrying out governmental duties (Hairudin, Oktaria, & Wenda, 2023). From an organizational behavior perspective, integrity represents an individual value that shapes work attitudes and behavior. Christiyandi and Khairudin (2026) and Tambunan, Sinaga, and Panjaitan (2026) demonstrated that integrity has a positive and significant effect on employee performance. However, Ahmad, Hashim, and Abdul (2024) found that the effect of integrity on employee performance in the public sector is influenced by organizational culture, leadership ethics, and differences in bureaucratic systems. This inconsistency indicates that the contribution of integrity to employee performance should be examined in different institutional contexts rather than assumed to be uniform.

Work discipline is another factor that determines the effectiveness of task implementation because disciplined employees tend to complete their work on time and in accordance with organizational targets. Hasibuan (2019) identified work discipline as an important factor influencing employee productivity and performance. Putra, Supardi, and Dharmanto (2025), in a study at the Babelan Sub-District Office, Bekasi Regency, found that work discipline served as a mediating variable that strengthened the relationship between motivation and employee performance. Bisay, Resi, and Sinaga (2025) and Nawipa, Ibrahim, Mustajab, Noch, and Irawan (2025) also confirmed the effects of work motivation and work discipline on employee performance. In contrast, Hadi, Pramitasari, and Tulhusnah (2025) and Kitta, Nurhaeda, and Idris (2023) found that work discipline did not have a significant effect on employee performance. The contrasting results suggest that the contribution of discipline may vary across organizational contexts and reinforce the need for further empirical testing.

Based on these findings, the research gap concerns the inconsistent empirical evidence regarding the individual contributions of leadership style, integrity, and work discipline, as well as the limited examination of these three factors simultaneously in sub-district government organizations. Although previous studies have examined these variables, their combined contribution to employee performance remains insufficiently established in the specific context of the Lambu Kibang Sub-District. Therefore, this study seeks to obtain empirical evidence regarding the effects of leadership style, integrity, and work discipline on employee performance at the Lambu Kibang Sub-District, Tulang Bawang Barat Regency.

The novelty of this study lies in its research context and the integration of the research model. First, this study examines village and sub-district government officials in Lambu Kibang, an institutional setting that has received limited academic attention regarding the combined contribution of leadership style, integrity, and work discipline to employee performance. The distinctive characteristic of Lambu Kibang as the first GISA model sub-district in Lampung Province provides a specific bureaucratic and public service context. Second, this study simultaneously examined the three predictors to provide a more integrated understanding of employee performance. Unlike studies focusing on individual predictors or different institutional settings, this study evaluates their combined explanatory contribution within the sub-district-level government administration.

The urgency of this study is further strengthened by the Tulang Bawang Barat Regency Government's Regional Medium-Term Development Plan (*Rencana Pembangunan Jangka Menengah Daerah/RPJMD*) 2025–2029, which identifies human resource quality improvement as one of its development priorities. The implementation of the Electronic-Based Government System (*Sistem Pemerintahan Berbasis Elektronik/SPBE*), with an index of 2.62 categorized as good, also requires effective leadership, high employee integrity, and consistent work discipline to support bureaucratic reform. The routine implementation of Personnel Analysis and Evaluation (*Analisis dan Evaluas/Anev*) and the adoption of the *Aparatur Sipil Negara/ASN BerAKHLAK* core values, which emphasize integrity, further demonstrate the importance of employee performance in government governance. Accordingly, this study applies human resource management as the grand theory, supported by organizational behavior and performance theories, to examine how leadership style, integrity, and work discipline relate to employee performance. Its findings are expected to contribute context-specific empirical evidence and inform efforts to improve employee management and public service quality in the Lambu Kibang Sub-District.

2. LITERATURE REVIEW

2.1 The Effect of Leadership Style on Employee Performance

From the perspective of human resource management theory, leadership contributes to employee performance by directing, motivating, and coordinating the use of human resources to achieve organizational objectives (Hasibuan, 2019). Organizational behavior theory emphasizes that leadership represents the ability to influence a group toward the achievement of a vision or set of objectives, while leadership style reflects how leaders influence, direct, motivate, and control subordinates (Robbins, & Judge, 2022; Putri, & Septiyanti, 2026). Consistent with performance theory Mangkunegara (2017) argued that performance is influenced by ability and motivation, therefore, leadership can improve performance by clarifying work expectations, providing guidance, and strengthening employee motivation and coordination. This mechanism is particularly relevant in sub-district government organizations, where employees must coordinate administrative duties, comply with bureaucratic procedures, and respond to community service needs (Yudiska, Rosalina, & Yanto, 2026).

Empirical studies support this relationship. Wibowo and Tjahjono (2023) found that transformational leadership has a positive and significant effect on employee performance. Amin, Syarifuddin, and Asri (2023) also reported a partial effect of leadership style on employee performance, while Rizky, Suroso, and Prasetyo (2024) confirmed that leadership style significantly affects employee performance. International evidence similarly indicates that transformational leadership is associated with organizational performance, although the strength of this relationship may depend on organizational context (Nguyen, Hang, Hiep, & Flynn, 2023). Although these studies generally support a positive relationship, differences in organizational settings suggest that leadership effectiveness should be examined in the specific context of local government. In the Lambu Kibang Sub-District, leadership is expected to influence performance by aligning employee responsibilities with service targets and reinforcing accountability in task implementation. Therefore, based on the theoretical and empirical arguments, the first hypothesis is formulated as follows:

H_1: Leadership style has a significant effect on employee performance in the Lambu Kibang Sub-District, Tulang Bawang Barat

Regency

2.2 The Effect of Integrity on Employee Performance

From the perspective of organizational behavior theory, integrity represents an individual value that guides employees' decisions and conduct in the workplace. Integrity can support performance by encouraging honesty, responsibility, consistency, and accountability, thereby reducing deviations from organizational standards (Sungkawati, Mere, Hernanik, & Rokhmawati, 2026). Consistent with performance theory Mangkunegara (2017) places employee characteristics and capabilities among the factors contributing to differences in performance. In sub-district government organizations, where employees are responsible for administrative processes and public services, integrity is particularly important because compliance with procedures and responsible use of authority can support reliable task completion and public accountability (Hamzah, Arif, Alfani, Nuraini, Hamsal, & Shukur, 2026).

Previous research provides empirical support for this relationship. Yourlanda and Syamsir (2023) found that integrity significantly affects employee work productivity, with a contribution of 64.6%. Simatupang, Panjaitan, Arshandy, and Putra (2023) found that integrity was the most dominant factor influencing employee performance compared to organizational culture. Widiawati and Eriswanto (2023) also confirmed the importance of employee integrity in preventing fraud, which may contribute to improved organizational performance. These findings are consistent with international research indicating that employee integrity can directly shape work performance, particularly in public-sector contexts where ethical behavior and accountability are important organizational requirements. Nevertheless, the contribution of integrity may depend on whether ethical values are consistently reflected in employees' daily conduct and administrative responsibilities. Examining this relationship in the Lambu Kibang Sub-District therefore provides context-specific evidence of the relevance of integrity to employee performance. Therefore, the second hypothesis is formulated as follows:

H_2: Integrity has a significant effect on employee performance in the Lambu Kibang Subdistrict, Tulang Bawang Barat Regency

2.3 The Effect of Work Discipline on Employee Performance

Human resource management theory positions work discipline as a mechanism for maintaining consistency between employee behavior and organizational requirements (Hasibuan, 2019). Discipline can support performance through regular attendance, punctuality, procedure adherence, and timely completion of assigned tasks. This relationship is also consistent with performance theory, which emphasizes the role of ability and motivation in determining performance (Mangkunegara, 2017). In this framework, discipline helps translate employees' abilities and motivation into observable work behavior by ensuring that responsibilities are carried out consistently. This mechanism is particularly relevant in sub-district offices, where delays, absenteeism, or non-compliance with procedures may disrupt administrative coordination and public service delivery.

Empirical evidence supports the proposed relationship. Amin et al. (2023) found that work discipline has a partial effect on employee performance. Rizky et al. (2024) likewise confirmed that work discipline significantly affects employee performance, while Salsabila (2024) identified work discipline as an internal employee factor significantly related to performance. Further evidence shows that work discipline contributes to employee performance, both individually and in conjunction with other organizational factors (Syahrian & Prakoso, 2023). However, the findings across studies are not uniformly significant, indicating that the relationship may vary according to institutional procedures, supervision, and workplace conditions. Given the administrative responsibilities of Lambu Kibang Sub-District, work discipline is expected to support performance by promoting punctuality, procedural compliance, and continuity in task execution. Therefore, the third hypothesis is formulated as follows:

H_3: Work discipline significantly affects employee performance in the Lambu Kibang Sub-District, Tulang Bawang Barat

Regency

2.4 The Simultaneous Effect of Leadership Style, Integrity, and Work Discipline on Employee Performance

Integrating human resource management, organizational behavior, and performance theories provides a broader explanation of how leadership style, integrity, and work discipline may jointly contribute to employee performance (Hasibuan, 2019; Mangkunegara, 2017; Robbins & Judge, 2017). Leadership provides direction and coordination, integrity guides ethical decision-making and responsible conduct, while work discipline promotes consistency in implementing assigned duties. These factors represent complementary organizational and individual mechanisms: leadership establishes expectations, integrity supports responsible behavior, and discipline helps ensure that expectations are implemented consistently. In sub-district government organizations, where performance requires coordination, procedural compliance, and accountable public service, the combined contribution of these factors is particularly relevant.

Previous studies provide empirical support for this simultaneous relationship. Amin et al. (2023) found that leadership style, work motivation, and work discipline simultaneously have a significant effect on employee performance. Simatupang et al. (2023) also found that integrity and organizational culture simultaneously have a positive and significant effect on employee performance. Rizky et al. (2024) further confirmed that the combination of leadership style, motivation, and work discipline significantly contributes to improved employee performance. Evidence from international literature also indicates that leadership and work discipline-related factors can jointly contribute to employee performance, demonstrating the importance of examining these factors within their specific organizational context. Although these studies examined overlapping combinations of predictors, they did not establish the simultaneous contribution of leadership style, integrity, and work discipline in the specific setting of the Lambu Kibang Sub-District. This study addresses this contextual gap by testing the three variables together to determine their combined relationship with employee performance. Accordingly, based on human resource management theory, organizational behavior theory, performance theory, and the findings of previous studies, the fourth hypothesis is formulated as follows:

H_4: Leadership style, integrity, and work discipline simultaneously have a significant effect on employee performance in the Lambu Kibang Subdistrict, Tulang Bawang Barat Regency

3. RESEARCH METHODOLOGY

This study employed a quantitative approach with a causal research design to examine the effects of leadership style, integrity, and work discipline on employee performance. Causal research is used to identify cause-and-effect relationships among variables (Ghozali, 2020; Hair, Page, Brunsveld, Merkle, & Cleton, 2023), whereas quantitative research uses structured instruments and statistical analysis to test predetermined hypotheses (Sugiyono, 2021). The study was conducted in the Lambu Kibang Sub-District, Tulang Bawang Barat Regency, from May 2026 until completion.

The population consisted of 113 government officials, including *Pegawai Negeri Sipil/PNS, Pegawai Pemerintah dengan Perjanjian Kerja/PPPK, Satuan Polisi Pamong Praja/Satpol PP*, and village officials from nine villages within the Lambu Kibang Sub-District. Because the population was relatively small, a saturated sampling (total sampling) technique was employed, resulting in 113 respondents. This technique was selected to include all members of the defined population, reduce the risk of sampling-related exclusion, and obtain a comprehensive representation of the officials covered by the study.

Data were collected through observations, questionnaires, literature reviews, and documentation. Primary data were obtained directly from respondents using a five-point Likert scale, while secondary data were obtained from personnel documents, books, journals, articles, and other relevant sources (Sugiyono, 2021). The questionnaire was developed by translating the study variables

into indicators based on the theoretical and empirical literature. The items were organized according to the operational dimensions of each variable and measured using a five-point Likert scale, with higher scores representing stronger agreement with the statements. The questionnaire items were designed to reflect the duties and work conditions of government officials in the subdistrict and village administration contexts.

This study examined leadership style (X_1), integrity (X_2), work discipline (X_3), and employee performance (Y). Leadership style was measured through trust, recognition of employee ideas, attention to subordinates, delegation, and communication (Hasibuan, 2019; Siagian, 2023), integrity through honesty, responsibility, commitment, consistency, and compliance with regulations (Moeheriono, 2019; Robbins & Judge, 2022), work discipline through attendance, punctuality, compliance, and responsibility (Hasibuan, 2019), and employee performance through work quality, quantity, task implementation, responsibility, effectiveness, and timeliness (Mangkunegara, 2017; Robbins & Judge, 2022). These indicators served as the basis for constructing the questionnaire items and maintaining alignment between the theoretical definitions, operational measurements, and research hypotheses.

Data were analyzed using multiple linear regression with IBM SPSS Statistics version 25. The analysis included descriptive statistics, validity and reliability tests, classical assumption tests, multiple regression, coefficient of determination (R^2), and t and F tests. Instrument validity was assessed using Pearson 'sproduct moment, while reliability was evaluated using Cronbach's alpha with a minimum criterion of 0.70 (Ghozali, 2020). An item was considered valid when its Pearson correlation was positive and statistically significant at the 5% level; the calculated correlation was also compared with the critical correlation value appropriate to the sample size. Internal consistency was considered acceptable when Cronbach's alpha reached at least 0.70. These procedures were used to assess whether the questionnaire items adequately measured the intended constructs and whether the items within each scale demonstrated acceptable consistency. The classical assumption tests included normality, multicollinearity, and heteroscedasticity, followed by partial and simultaneous hypothesis testing at a 5% significance level.

The multiple regression model was specified as Formula 1:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e \quad (1)$$

Where Y represents employee performance, X_1 leadership style, X_2 integrity, X_3 work discipline, α is the constant, β is the regression coefficient, and e is the error term. R^2 was used to assess the explanatory power of the model, while the t-test examined the partial effects of the independent variables, and the F-test examined their simultaneous effect. The regression results were interpreted in relation to the hypotheses and the 5% significance threshold. Given the cross-sectional design, the findings were interpreted as statistical relationships that were consistent with the proposed model rather than definitive evidence of causation.

4. RESULTS AND DISCUSSION

4.1 Research Result

4.1.1 Respondent Characteristics

The study was conducted in the Lambu Kibang Sub-District, Tulang Bawang Barat Regency, involving government officials from the sub-district and nine villages. A total of 113 questionnaires were distributed using saturated sampling, and all 113 questionnaires were returned and valid for analysis, resulting in a 100% response rate. The respondents were predominantly male (59.29%), aged 30–40 years (35.40%), and held bachelor's degrees (52.21%). In terms of work experience, 35.40% had worked for 6–10 years, while 85.85% were village-level officials. This composition reflects the characteristics of the research population, which is largely composed of village government officials

within the Lambu Kibang Sub-District. The predominance of village officials is relevant when interpreting the findings because employee performance in this setting is closely associated with the implementation of administrative duties, compliance with government procedures, and delivery of public services at the village level. However, the respondent profile describes the composition of the sample and should not be interpreted as evidence that demographic characteristics determine employee performance.

4.1.2 Descriptive Statistics

The descriptive statistics indicate that leadership style had a mean score of 23.45, integrity 19.87, work discipline 15.92, and employee performance 22.34. These mean scores provide an overview of the respondents' assessments of the four study variables. However, because the variables have different numbers of questionnaire items and different observed score ranges, their raw mean values should not be directly compared to determine which construct is the strongest. The results are interpreted alongside the measurement range of each variable and the regression coefficients presented in the following sections. Table 1 presents the descriptive statistics of the variables examined in this study, including the number of observations, minimum and maximum values, mean, and standard deviation.

Table 1. Descriptive tatistics

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Leadership Style (X_1)	113	18	30	23.45	3.214
Integrity (X_2)	113	12	25	19.87	2.876
Work Discipline (X_3)	113	10	20	15.92	2.543
Employee Performance (Y)	113	16	30	22.34	3.451

4.1.3 Instrument and Classical Assumption Tests

Validity assessment used Pearson 'sproduct moment correlation to examine the relationship between each questionnaire item and its corresponding measurement score. An item was considered valid when its calculated correlation coefficient exceeded the critical value of 0.184 and its significance level was below 0.05. Table 2 summarizes the validity test criteria and results.

Table 2. Validity test results

Variables	Number of Items	Critical r-value	Significance Criterion	Result
Leadership Style	6	0.184	$p < 0.05$	All items valid
Integrity	5	0.184	$p < 0.05$	All items valid
Work Discipline	4	0.184	$p < 0.05$	All items valid
Employee Performance	6	0.184	$p < 0.05$	All items valid

The reliability test also confirmed that all constructs were reliable, with Cronbach's Alpha values exceeding 0.70. These findings indicate that the measurement instruments demonstrated satisfactory internal consistency, suggesting that the items within each construct consistently measured the intended variables. Table 3 presents the Cronbach's Alpha coefficients for leadership style, integrity, work discipline, and employee performance, together with the number of items and the corresponding reliability results.

Table 3. Reliability test

Variables	Cronbach Alpha	Items	Result
Leadership Style	0.873	6	Reliable
Integrity	0.861	5	Reliable
Work Discipline	0.852	4	Reliable
Employee Performance	0.869	6	Reliable

The Cronbach's alpha values, ranging from 0.852 to 0.873, indicate satisfactory internal consistency across the four constructs based on the criterion of 0.70. This supports the consistency of the questionnaire items used to measure the variables. Nevertheless, reliability indicates internal consistency and does not, on its own, establish the substantive importance of a variable or the strength of its relationship with employee performance.

Classical assumption tests indicated that the regression model met the required assumptions. The Kolmogorov–Smirnov test produced a significance value of 0.087 (>0.05), indicating normally distributed residuals. All independent variables had tolerance values above 0.10 and Variance Inflation Factor (VIF) values below 10, indicating the absence of multicollinearity. The scatter plot also showed no systematic pattern, indicating the absence of heteroscedasticity. These results indicate that no violation of the three assessed classical assumptions was identified, supporting the use of multiple linear regression to estimate the relationship between leadership style, integrity, work discipline, and employee performance.

4.1.4 Multiple Linear Regression

The multiple regression analysis demonstrated that all three independent variables had positive coefficients. Work discipline has the largest standardized coefficient (β = 0.334), followed by leadership style (β = 0.302), and integrity (β = 0.258). Table 4 presents the regression coefficients, standard errors, standardized coefficients, t-values, and significance levels for all independent variables.

Table 4. Multiple linear regression results

Variables	B	Std. Error	Beta	t	Sig.
Constant	4.215	2.134	–	1.975	0.051
Leadership Style	0.324	0.087	0.302	3.724	0.000
Integrity	0.287	0.092	0.258	3.120	0.002
Work Discipline	0.412	0.098	0.334	4.204	0.000

The resulting regression equation is as follows Formula 2:

$$Y = 4.215 + 0.324X_1 + 0.287X_2 + 0.412X_3 + e \quad (2)$$

The regression coefficients indicate that leadership style, integrity, and work discipline are positively associated with employee performance when the other two predictors are held constant. Specifically, the unstandardized coefficient for leadership style (B = 0.324) means that a one-unit increase in its score is associated with a 0.324-unit increase in the predicted employee performance score, assuming that integrity and work discipline remain unchanged. Similarly, a one-unit increase in integrity (B = 0.287) is associated with a 0.287-unit increase in predicted performance, while a one-unit increase in work discipline (B = 0.412) is associated with a 0.412-unit increase, holding the other predictors constant. These values describe the estimated relationships on the original measurement scales, they should not be interpreted as percentage increases in performance.

The standardized coefficients provide a more appropriate basis for comparing the relative strength of the predictors because they express the relationships in standard-deviation units. Work discipline had the largest standardized coefficient (β = 0.334), followed by leadership style (β = 0.302) and integrity (β = 0.258). Thus, within this model, work discipline had the strongest relative association with employee performance, although the differences between the coefficients do not, by themselves, establish that the effects differ statistically from one another. The work-discipline result suggests that consistent attendance, punctuality, compliance with procedures, and responsibility may be particularly relevant managerial priorities in this setting. The positive leadership-style coefficient also highlights the practical importance of clear communication, appropriate delegation, and attention to subordinates, while the integrity coefficient emphasizes the relevance of honesty, accountability,

and consistency in carrying out public duties. These are practical interpretations of the measured constructs rather than separate effects tested by the regression model.

4.1.5 Coefficient of Determination and Simultaneous Test

The coefficient of determination shows that the three independent variables jointly explain 61.8% of the variation in employee performance, while the remaining 38.2% is not explained by the predictors included in this model and may be associated with other factors that were not examined in this study. The Adjusted R^2 of 0.607 indicates that the model retains substantial explanatory capacity after considering the number of predictors. Table 5 presents the model fit indicators, including R, R^2, Adjusted R^2, F-statistic, and its significance level.

Table 5. Model fit and simultaneous test

Statistic	Value
R	0.786
R^2	0.618
Adjusted R^2	0.607
F	30.654
Sig. F	0.000

The F-test produced an F-value of 30.654 with a significance level of 0.000 (<0.05), demonstrating that leadership style, integrity, and work discipline simultaneously have a significant effect on employee performance. The R^2 value of 0.618 indicates that leadership style, integrity, and work discipline collectively account for 61.8% of the observed variation in employee performance in the sample. This represents substantial explanatory capacity within the estimated model, while the remaining 38.2% indicates that employee performance is not fully captured by these three predictors. Other potentially relevant factors, such as employee competence, motivation, compensation, organizational culture, or the work environment, could be examined in subsequent research; however, their contributions cannot be determined from the current results. The Adjusted R^2 of 0.607, which is slightly lower than R^2, suggests that the model retains a similar level of explanatory capacity after adjustment for the number of predictors.

The significant F-test ($F = 30.654$, $p < 0.001$) indicates that the predictors are jointly associated with employee performance and that the regression model is overall statistically significant. From a practical perspective, the findings support the consideration of leadership practices, integrity, and work discipline together when developing performance-improvement initiatives, rather than treating them as entirely separate managerial concerns. However, the F-test does not establish that each predictor contributes equally or that any particular combination of interventions produces a specified improvement in performance.

4.1.6 Hypothesis Testing

The partial tests demonstrated that all three proposed relationships were statistically significant. Leadership style had a positive and significant effect on employee performance ($t = 3.724$, $p < 0.001$), integrity had a positive and significant effect ($t = 3.120$, $p = 0.002$), and work discipline had a positive and significant effect ($t = 4.204$, $p < 0.001$). Thus, H_1, H_2, and H_3 are supported. The simultaneous F-test also supports H_4. Table 6 summarizes the results of the partial and simultaneous hypothesis tests, including the tested relationships, *t*- or F-statistics, significance values, and hypothesis decisions.

Table 6. Hypothesis testing

Hypothesis	Relationship	t/F	Sig.	Result
H_1	Leadership Style → Employee Performance	3.724	0.000	Supported
H_2	Integrity → Employee Performance	3.120	0.002	Supported
H_3	Work Discipline → Employee Performance	4.204	0.000	Supported

Hypothesis	Relationship	t/F	Sig.	Result
H_4	Leadership Style, Integrity & Work Discipline → Employee Performance	30.654	0.000	Supported

The hypothesis-testing results confirm that each proposed predictor has a statistically significant positive relationship with employee performance, while the simultaneous test confirms the joint significance of the three-predictor model. In practical terms, the results indicate that employee performance in the Lambu Kibang Sub-District may be supported by strengthening leadership practices, maintaining integrity in the execution of public responsibilities, and consistently implementing work discipline standards. Among the three predictors, work discipline has the largest standardized coefficient and highest t-statistic, making it the strongest predictor in the estimated model. Nevertheless, statistical significance and coefficient magnitude should be interpreted together: the p-values indicate evidence of an association, whereas the standardized coefficients indicate the relative strength within this model. Because this study used observational, cross-sectional data, these findings should be interpreted as statistical relationships rather than definitive proof of causation.

4.2 Dicussions

4.2.1 The Effect of Leadership Style on Employee Performance

The results show that leadership style has a positive and significant effect on employee performance at Lambu Kibang Sub-District, Tulang Bawang Barat Regency, therefore, H_1 is accepted. This finding indicates that more effective leadership by the Sub-District Head and section heads is associated with higher employee performance. At Lambu Kibang, effective leadership is reflected in harmonious working relationships, trust, and opportunities for employees to express ideas, appropriate delegation, clear direction, and open communication. These findings suggest that leadership is relevant not merely as a formal position of authority, but as a practical mechanism for clarifying responsibilities, coordinating administrative work, and encouraging employees to meet public service requirements.

The results are theoretically consistent with Hasibuan (2019), who emphasizes the relationship between leadership, employee motivation, discipline, and productivity, Robbins and Judge (2022) who define leadership in terms of influencing individuals or groups toward organizational goals, and Mangkunegara (2017), who explains that performance is related to ability and motivation. In the present study, these perspectives help explain why leadership practices such as clear direction, recognition, coaching, and support may be associated with better employee performance. However, these theories explain the proposed mechanism rather than independently demonstrating which leadership practices account for the observed statistical relationship.

This finding is consistent with Wibowo and Tjahjono (2023), who found that transformational leadership positively and significantly affects employee performance, Amin et al. (2023) who reported a partial effect of leadership style on employee performance, and Rizky et al. (2024) who demonstrated a significant relationship between leadership style and employee performance. However, leadership effectiveness may not produce the same results in every organizational setting. (Harefa et al., 2025) highlight that collaborative leadership does not necessarily optimize civil servants' participation, suggesting that the presence of participatory leadership practices alone may be insufficient when employee involvement and organizational implementation are limited. This provides a useful contrast with the present finding: leadership style was significantly associated with performance in Lambu Kibang, but its practical effectiveness may depend on whether direction, communication, and participation are translated into clear responsibilities and consistent follow-through. Differences in administrative procedures, leadership practices, employee involvement, and organizational resources may help explain variations among local government settings. Accordingly, leadership improvement in Lambu Kibang should emphasize not only communication and participation but also clear performance expectations, appropriate delegation, and a follow-up on assigned duties.

4.2.2 The Effect of Integrity on Employee Performance

The results demonstrate that integrity has a positive and significant effect on employee performance in the Lambu Kibang sub-district; therefore, H_2 is accepted. Higher employee integrity is associated with better performance in carrying out duties and responsibilities, whereas lower integrity may reduce work quality, responsibility, and public trust. In this study, integrity is reflected in honesty, consistency between words and actions, responsibility, professional ethics, and compliance with organizational regulations. The findings indicate that integrity is relevant to performance because public officials are expected to complete their duties responsibly and comply with procedures while serving the community.

This result is consistent with Robbins and Judge (2022), who explain that individual values influence attitudes and behavior in organizations, and with Mangkunegara (2017), whose performance perspective emphasizes factors that shape employees' execution of their duties. The present finding extends the practical relevance of these perspectives to the sub-district government context, where honesty, consistency, and responsibility are important for maintaining reliable administrative processes and accountable public services. However, integrity should be understood as a behavioral and ethical foundation for performance rather than a substitute for employees' technical competence or adequate organizational support.

This finding further indicates that integrity contributes to good governance through honesty, accountability, transparency, and responsibility, while potentially reducing opportunities for corruption, collusion, and nepotism. This result is consistent with Yourlanda and Syamsir (2023), who found that integrity significantly affects employee productivity with a contribution of 64.6%; Simatupang et al. (2023), who identified integrity as the most dominant variable affecting employee performance compared with organizational culture; and Widiawati and Eriswanto (2023), who showed the importance of employee integrity in preventing fraud and supporting organizational performance.

The findings of Yourlanda and Syamsir (2023) and Simatupang et al. (2023) support the positive relationship observed in the Lambu Kibang. However, the relative importance of integrity may differ between organizations, depending on their ethical climate, leadership conduct, and bureaucratic conditions. Ahmad et al. (2024) indicated that the relationship between integrity and organizational outcomes can vary with organizational culture, leadership ethics, and bureaucratic context. This suggests that integrity may be more effectively translated into performance when ethical expectations are reinforced by leaders, organizational procedures and accountability mechanisms. In Lambu Kibang, the significant coefficient indicates that integrity is an important predictor within the estimated model, but it does not establish that integrity will have the same relative importance in every public-sector organization.

The practical implication is that integrity development should go beyond communicating ethical principles. It should also involve the consistent application of regulations, transparent assignment of responsibilities, accountable decision-making, and fair responses to violations. These measures can help align individual values with everyday administrative practices and public service responsibilities.

4.2.3 The Effect of Work Discipline on Employee Performance

The results show that work discipline has a positive and significant effect on employee performance in the Lambu Kibang sub-district; therefore, H_3 is accepted. The positive direction indicates that higher discipline is associated with higher performance, particularly through consistent attendance, punctuality, compliance with regulations and procedures, and responsibility for assigned tasks. Employees with stronger discipline tend to manage working time more effectively, complete tasks according to targets, and follow organizational standards, thereby supporting more effective public service delivery.

The result is consistent with Hasibuan (2019), who identifies discipline as an important Human Resource Management (HRM) function, and with Mangkunegara (2017), whose performance perspective emphasizes the role of factors that support consistent task execution. In practical terms,

discipline can help convert employees' ability and motivation into observable work behavior through attendance, punctuality, procedural compliance, and timely task completion. This finding is particularly relevant to local government administration, where delays or absences may interrupt coordination and affect the continuity of public services.

The finding is particularly relevant to Lambu Kibang because attendance records for 2023–2025 indicate declining attendance accompanied by lateness and unauthorized absences. Such conditions can reduce productive working time, delay task completion, and potentially affect public service effectiveness. The significant positive effect identified in this study therefore provides empirical support for strengthening employee discipline. This result is consistent with Amin et al. (2023), who found that work discipline partially affects employee performance; Rizky et al. (2024), who reported a significant effect of work discipline on employee performance; and Salsabila (2024), who identified internal employee factors, including discipline, as significantly related to performance.

The present finding should be considered alongside research reporting different results. Hadi et al. (2025) and Kitta et al. (2023) found that work discipline was not statistically significant in their respective research contexts. This difference suggests that the relationship between discipline and performance may not be uniform across organizations. One possible explanation is that discipline may have a stronger relationship with performance where attendance, punctuality, and procedural compliance are directly connected to task completion and service continuity. In other settings, the relationship may depend more heavily on work complexity, employee competence, supervision, available resources, or whether formal disciplinary requirements translate into actual work effectiveness. These explanations are plausible contextual interpretations, not mechanisms directly tested by the present study.

At Lambu Kibang, the coefficient results reinforce the practical importance of discipline: work discipline has the largest standardized coefficient among the three predictors (β = 0.334). This indicates the strongest relative association with employee performance within the estimated model, although it does not establish that discipline alone explains the largest proportion of the unique variance. Given the attendance problems recorded during 2023–2025, practical measures could include consistent attendance monitoring, fair enforcement of regulations, leadership by example, appropriate rewards, and consequences. Such measures should be accompanied by monitoring work quality and task completion so that discipline is assessed not only through attendance but also through actual performance outcomes.

4.2.4 The Simultaneous Effect of Leadership Style, Integrity, and Work Discipline on Employee Performance

The results indicate that leadership style, integrity, and work discipline simultaneously have a positive and significant effect on employee performance in the Lambu Kibang Sub-District; therefore, H_4 is accepted. This finding suggests that employee performance is not determined by a single factor but by the interaction of effective leadership, high integrity, and strong work discipline. Leadership provides direction and communication, integrity establishes ethical responsibility, and discipline ensures compliance and consistency in performing organizational duties.

The simultaneous result is consistent with Hasibuan (2019) and Mangkunegara (2017), who emphasized that employee performance is shaped by multiple human resource and individual factors, and Robbins and Judge (2022), who explained organizational behavior in relation to individual characteristics, leader behavior, and organizational conditions. The findings suggest that these factors may be complementary in the context of Lambu Kibang: leadership helps establish work expectations, integrity supports responsible conduct, and discipline helps ensure that duties are carried out consistently. Therefore, their joint statistical significance supports an integrated view of employee performance rather than an approach that relies on a single managerial intervention.

In the Lambu Kibang context, the findings imply that performance improvement should be pursued through an integrated approach involving participatory and communicative leadership,

integrity development through ethical and organizational culture, and consistent discipline through supervision and the fair application of rules. This result is consistent with Amin et al. (2023), who found that leadership style, work motivation, and work discipline simultaneously affect employee performance, Simatupang et al. (2023), who found that integrity and organizational culture jointly have a positive and significant effect on employee performance; and Rizky et al. (2024), who confirmed the significant effect of the combination of leadership style, motivation, and discipline on employee performance.

These studies support the broader proposition that employee performance is associated with a combination of leadership and employee-related factors. However, their predictor combinations differ from the model tested here. Amin et al. (2023) and Rizky et al. (2024) included work motivation, while Simatupang et al. (2023) examined organizational culture alongside integrity. Consequently, their results provide comparative support for a multifactor explanation of performance but do not establish that the same variables will have identical effects in all settings. The present study contributes context-specific evidence by examining leadership style, integrity, and work discipline among government officials in the Lambu Kibang Sub-District. Differences in administrative responsibilities, management practices, institutional resources, and accountability arrangements may explain why the relative importance of individual predictors varies between studies.

The adjusted R-square of 0.607 indicates that leadership style, integrity, and work discipline explain 60.7% of the variation in employee performance, while the remaining 39.3% is attributable to other factors not included in the model, such as work motivation, compensation, work environment, organizational culture, competence, incentive systems, and job satisfaction. The adjusted R^2 of 0.607 indicates that the model explains 60.7% of the observed variation in employee performance after adjusting for the number of predictors. The remaining 39.3% is not explained by this model and may reflect other variables, including work motivation, compensation, work environment, organizational culture, competence, incentive systems, and job satisfaction; their individual contributions were not tested in this study. The practical implication is that Lambu Kibang should strengthen leadership, integrity, and discipline as complementary priorities while recognizing that performance improvement may also require attention to other organizational and employee conditions. Future studies could test these additional factors and compare results across local government units to determine whether the relationships observed here remain consistent across different institutional settings.

5. CONCLUSIONS

5.1 Conclusion

This study concludes that leadership style, integrity, and work discipline are important factors in strengthening employee performance at the Lambu Kibang Subdistrict, Tulang Bawang Barat Regency. Effective, participatory, and supportive leadership encourages employees to perform their duties more effectively, while integrity promotes responsible and ethical behavior. Work discipline emerged as the strongest predictor, highlighting the importance of punctuality, compliance with regulations, and consistency in task implementation.

Theoretically, these findings support the relevance of human resource management, organizational behavior, and performance theories in explaining employee performance in local government institutions. This study emphasizes that employee performance is not determined by a single factor but reflects the combined contributions of leadership practices, individual integrity, and disciplined work behavior. However, the findings should be interpreted within the organizational context of this study.

Practically, the Lambu Kibang Sub-District Government should integrate participatory leadership, integrity-building initiatives, and consistent discipline into employee management practices. Clear performance expectations, fair supervision, ethical role modeling, and consistent regulation enforcement can help strengthen accountability and service effectiveness. These efforts are expected to support more professional, responsible, and community-oriented public service.

5.2 Research Limitations

This study has several limitations. First, it was conducted in the Lambu Kibang Sub-District, Tulang Bawang Barat Regency, involving 113 government officials from the sub-district and nine villages. Therefore, the findings may reflect the specific organizational and bureaucratic context of this setting and should be generalized to other local government institutions with caution. Second, the cross-sectional design and questionnaire-based data collection limit the ability to establish causal relationships and capture changes over time. Third, although the model explains 61.8% of the variation in employee performance, the remaining 38.2% may be associated with other factors, such as motivation, compensation, organizational culture, competence, and job satisfaction, which were not examined in this study.

5.3 Suggestions and Directions for Future Research

The Lambu Kibang Sub-District Government should strengthen leadership through open communication, employee participation, clear delegation, and consistent ethical practices to improve accountability and integrity of the government. Work discipline should be prioritized as it has the largest standardized regression coefficient (β = 0.334) through attendance monitoring, punctuality, consistent procedures, role modeling, and fair rewards and sanctions. Future research should examine motivation and job satisfaction as mediating variables and organizational culture, perceived organizational support, or leadership style as moderating variables. Longitudinal studies are recommended to assess changes over time, particularly before and after organizational interventions. Comparative studies across sub-district governments and other local government institutions can identify differences related to workload, staffing, organizational culture, and service responsibilities. Further studies should also include compensation, employee competence, work environment, and incentive systems to improve the explanatory power of the research model.

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AUTHOR CONTRIBUTIONS

S contributed to the conceptualization, methodology, investigation, data collection, formal analysis, and preparation of the original draft; H contributed to supervision, theoretical review, methodology review, and critical revision of the manuscript. D contributed to supervision, research design review, and critical revision of the manuscript. AS contributed to methodology review, data analysis, interpretation of findings, and manuscript revision. ETO contributed to the literature review, theoretical development, manuscript review, and editing. YCN contributed to data analysis, interpretation of results, manuscript review, and editing. All authors contributed to the interpretation of the findings, critically reviewed the manuscript, approved the final version, and agreed to be accountable for all aspects of the study.

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