

Determinants of Employee Performance: Tenure, Leadership, Work Environment, and Competence at Lampung Provincial KPU

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Abstract

This study aimed to analyze the effects of job tenure, transformational leadership, work environment, and competence on employee performance within the Lampung Provincial General Elections Commission (Komisi Pemilihan Umum/KPU). This study employed a quantitative explanatory research design. Data were collected through a structured questionnaire from 81 employees of the Lampung Provincial KPU Secretariat using saturated sampling. The data were analyzed using multiple linear regression with SPSS, including classical assumption testing and partial and simultaneous hypothesis testing. The findings indicate that job tenure has a positive and significant effect on employee performance ($\beta = 0.745$, $p = 0.001$). Transformational leadership has no significant effect on performance ($\beta = -0.203$, $p = 0.339$), while the work environment has a negative and significant effect ($\beta = -0.494$, $p = 0.012$). Competence has no significant effect on employee performance ($\beta = -0.124$, $p = 0.615$). Simultaneously, the four variables significantly affect employee performance ($F = 4.488$, $p = 0.003$), with an adjusted R^2 of 14.8%. The study was conducted in a single institution with a relatively small population and used a cross-sectional, self-reported survey, limiting generalizability and causal interpretation. Employee performance is multidimensional, with work experience emerging as an important predictor. The study contributes empirical evidence from an election administration institution and provides a basis for experience-based personnel management, leadership strengthening, competency development, and work-environment improvement. The novelty lies in integrating tenure, transformational leadership, work environment, and competence within the specific context of the Lampung Provincial KPU, particularly under dynamic election-related work conditions.

Keywords: Competence, Employee Performance, Job Tenure, Transformational Leadership, Work Environment

1. INTRODUCTION

Human resources are one of the strategic determinants of the success of public organizations because the quality of services, achievement of institutional objectives, and organizational accountability are largely determined by employees' abilities to perform their duties. Employee performance in the public sector is shaped by the interaction between individual capabilities, leadership practices, and organizational conditions. However, the relative importance of these factors may vary across institutional settings and job requirements, making it necessary to examine them within their specific organizational contexts ([Alsobaey & Alkhateeb, 2025](#); [Jakobsen, Kjeldsen, & Pallesen, 2023](#); [Li et al., 2025](#)).

This context is particularly relevant to the General Elections Commission (*Komisi Pemilihan Umum/KPU*), including the Lampung Provincial KPU, because election administration involves strict deadlines, high demands for administrative and technical accuracy, regulatory changes, interdepartmental coordination, and fluctuations in workload across electoral stages. The Secretariat of the Lampung Provincial KPU comprises functional areas responsible for finance, general affairs and logistics; election administration; law and human resources; and planning, data, and information. These responsibilities require employees to coordinate their work, maintain procedural accuracy, and respond to changes in election-related requirements. Consequently, employee performance is important not only for achieving internal targets but also for supporting the timely and accurate implementation of electoral processes.

Job tenure warrants particular attention. Job tenure represents accumulated work experience, procedural knowledge, and familiarity with organizational routines. In election administration, the value of this experience is especially relevant because electoral management operates through

recurring cycles. The International Foundation for Electoral Systems (IFES) emphasizes that lessons-learned processes connect one electoral cycle with the next by helping election management bodies evaluate their previous experiences and strengthen their institutional capacity. This provides a contextual justification for treating employees' experience as a potentially important organizational resource, although it does not establish that longer tenure automatically produces better performance.

Nevertheless, the relationship between job tenure and performance should not be presumed to be uniformly positive or linear. [Ng and Feldman \(2013\)](#) found, in a meta-analysis of organizational tenure and job performance, that the association was generally positive but weakened as tenure increased, providing evidence of a curvilinear relationship. [Sturman \(2003\)](#) also examined the possibility of an inverted U-shaped relationship between tenure and performance and considered job complexity and performance measurement as relevant contextual factors. However, the evidence is not conclusive: a later meta-analysis by McDaniel and colleagues?

The basis for this conclusion is the coexistence of competing mechanisms rather than the assumption that every employee follows an inverted U-shaped trajectory. Accumulated knowledge may initially improve task execution, whereas boredom, reduced motivation, and limited opportunities for further learning may weaken the benefits of a longer tenure. [Ng and Feldman \(2013\)](#) found that both linear and curvilinear relationships between job tenure and several performance dimensions were generally weak. In contrast, [Uppal \(2017\)](#) using longitudinal data from 679 employees across 13 public-sector organizations, reported a mediated curvilinear relationship between organizational tenure and job performance. These findings demonstrate that the relationship is context-dependent and empirically contested rather than universally nonlinear.

Accordingly, this study examines job tenure as a potential determinant of employee performance without presuming positive, negative, or nonlinear effects. This distinction is important because the present study's examination of job tenure as a predictor does not, by itself, test a nonlinear relationship. Establishing nonlinearity requires an explicit model incorporating a quadratic term or another suitable nonlinear specification. Transformational leadership is another potential determinant of employee performance. It emphasizes vision, inspiration, intellectual stimulation, and individualized consideration. [Tran and Hoang \(2024\)](#) found that transformational leadership was associated with public employee performance through employee participation and public-service motivation. In the Lampung Provincial KPU, this leadership perspective is relevant because employees must coordinate across functional areas while responding to changing electoral requirements and their deadlines. The leadership context also warrants attention because the research draft identifies a transition in the membership of the Lampung Provincial KPU for the 2024–2029 period, following the appointment under KPU Decree No. 1488 of 2024 and the inauguration on October 15, 2024. The transition provides a contextual reason to examine leadership, although its effect on employee performance must be established empirically, rather than inferred from the timing of the appointment alone.

Previous studies generally support the relevance of transformational leadership, but they differ in the mechanisms through which it relates to performance. [Teoh et al. \(2022\)](#) examined transformational leadership dimensions in relation to employee performance, while [Nasir et al. \(2022\)](#) considered leadership alongside organizational innovation, work stress, and creativity. [Tran and Hoang \(2024\)](#) highlighted employee participation and public service motivation, whereas [Vila-Vázquez, Castro-Casal, García-Chas, and Álvarez-Pérez \(2024\)](#) examined job engagement and job characteristics. These findings indicate that leadership-performance relationships may depend on intervening mechanisms and organizational conditions, supporting the need to examine the relationship in the specific context of election administration. The work environment is also relevant to employee performance. It encompasses physical facilities, technology, communication, interpersonal relationships, and organizational support. A supportive environment may facilitate coordination and task completion; however, its contribution to performance should not be assumed to be consistently positive or statistically significant across organizations.

Empirical evidence illustrates this inconsistency. [Tjilen, Bitikaka, and Lekatompessy \(2025\)](#) reported a positive and significant relationship between the work environment and employee performance in a study of 129 civil servants in Merauke Regency. In contrast, [Rhomadhon and Afifah \(2026\)](#) studied 48 employees in the Bangkalan Civil Service Police Unit and found that the work environment did not have a statistically significant direct effect on performance, although the work environment and motivation were jointly significant. These findings differ in terms of institutional setting, sample, and other predictors included in the models; therefore, they should not be interpreted as a direct contradiction under identical conditions. Nevertheless, they demonstrate that the independent contribution of the work environment may vary across public organizations. Existing studies also suggest that the work environment should be considered alongside leadership, competence, workload, and organizational conditions ([Goh, Sentoso, & Setyawan, 2024](#); [Pertiwi, Novita, & Sulistiyowati, 2025](#); [Zhenjing, Chupradit, Ku, Nassani, & Haffar, 2022](#)). Therefore, the unresolved issue is whether the work environment has a distinct association with employee performance in an election-management organization where workload and coordination requirements vary across electoral stages.

Employee competence is another important determinant of performance. It encompasses the knowledge, skills, and abilities required to execute assigned tasks. In election administration, relevant competencies include regulatory understanding, administrative accuracy, data management, digital-system use, and coordination. [Wahyudi, Rozi, and Putry \(2022\)](#) linked competence to employee performance and identified the organizational climate as a relevant contextual factor. [Suryanti, Ahadiat, and Hayati \(2022\)](#) also highlighted competence and integrity in explaining performance through motivational mechanisms. More recent research by [Dewi, Nurhatisyah, Elkarima, and Pawar \(2025\)](#) examined competence-related factors alongside transformational leadership, self-efficacy, and perceived organizational support. These studies support the relevance of competence while indicating that its contribution may depend on the alignment between employees' capabilities, job demands, and organizational support.

Taken together, job tenure, transformational leadership, the work environment, and competence represent four distinct but complementary dimensions of employee performance: accumulated experience, leadership behavior, organizational conditions, and individual capabilities. Their simultaneous examination is relevant because the performance of KPU employees involves more than individual technical ability; it also requires coordination, procedural consistency, and the capacity to respond to changing election-related requirements.

The research gap lies in the limited contextual evidence on how these four factors are jointly related to employee performance within provincial election-management organizations. Previous studies have frequently examined individual predictors or focused on other organizational settings and mediating mechanisms ([Goh et al., 2024](#); [Tran & Hoang, 2024](#); [Vila-Vázquez et al., 2024](#); [Wahyudi et al., 2022](#)). This study addresses this gap by simultaneously examining job tenure, transformational leadership, work environment, and competence in Lampung Provincial KPU. Its contextual contribution lies in bringing these predictors together within an institution characterized by recurring electoral cycles and demanding administrative and coordination requirements, rather than claiming that the relationships themselves have never been studied. This study is practically important because employee performance in KPU supports administrative accuracy, data management, logistical readiness, regulatory compliance, and timely completion of election stages. Evidence regarding the four predictors can help identify relevant priorities for personnel development, leadership practices, competence strengthening, and workplace improvement.

Therefore, this study aimed to examine the relationships between job tenure, transformational leadership, the work environment, and competence with employee performance at the Lampung Provincial KPU. Specifically, it investigates the individual relationships of these four predictors with employee performance and their combined relationship within the same organizational context. The study is entitled “Employee Performance at the Lampung KPU: The Roles of Tenure, Leadership, Work Environment, and Competence.”

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

2.1 Job Tenure and Employee Performance

Job tenure refers to the length of time an employee has worked in an organization or position. According to Human Capital Investment Theory, tenure provides opportunities to accumulate job-specific knowledge, skills, and procedural experience that may improve productivity ([Becker, 1964](#)). In the Lampung Provincial KPU, such experience may help employees understand election procedures, regulations, documentation, and coordination requirements. [Jentjens et al. \(2025\)](#) indicate that tenure may influence employees' responses to leadership, while [Alsobaey and Alkhateeb \(2025\)](#) and [Jakobsen et al. \(2023\)](#) emphasize the relevance of individual and organizational factors in explaining public sector performance.

However, empirical findings do not establish a uniformly positive relationship. [Sturman \(2003\)](#) examined the possibility of curvilinear relationships between tenure and performance, while [Ng and Feldman \(2013\)](#) found generally weak relationships between job tenure and several performance dimensions. [Conversely, Uppal \(2017\)](#) reported a mediated curvilinear relationship between organizational tenure and performance. These findings suggest that experience may improve performance; however, its benefits depend on learning opportunities, job characteristics, and organizational conditions. Accordingly, this study proposes a positive linear relationship without assuming that tenure necessarily produces continuous performance improvement.

H₁: Job tenure positively affects employee performance at the General Elections Commission of Lampung Province

2.2 Transformational Leadership and Employee Performance

Transformational leadership emphasizes vision, inspiration, intellectual stimulation, and individualized consideration ([Bass, 1995](#)). Transformational Leadership Theory explains that these behaviors can strengthen employee commitment, encourage problem-solving, and clarify organizational goals. Social Exchange Theory further suggests that employees may reciprocate leaders' support and trust through greater effort and cooperation ([Blau, 1964](#)).

[Empirically, Tran and Hoang \(2024\)](#) found that transformational leadership was associated with public employee performance through employee participation and public service motivation. [Almazrouei and Alnahhal \(2026\)](#) reported a positive and significant relationship in the UAE public sector, while [Bao, Zhang, and Yang \(2025\)](#), synthesizing 70 studies and 151 effect sizes, identified significant relationships between transformational leadership and outcomes, including performance and innovation. In the Lampung Provincial KPU, leadership that provides clear direction and developmental support is therefore expected to facilitate employee performance, although its effectiveness may depend on available resources and organizational conditions.

H₂: Transformational leadership positively affects employee performance within the General Elections Commission of Lampung Province

2.3 Work Environment and Employee Performance

The work environment includes physical conditions, facilities, technology, communication, interpersonal relationships, and supervisor support. From a work-resources perspective, a conducive environment facilitates task completion, while social exchange theory explains how employees may respond to organizational support and fair treatment ([Blau, 1964](#)). In the Lampung Provincial KPU, adequate facilities and effective coordination may support accuracy and timeliness across election stages.

[Zhenjing et al. \(2022\)](#) identified the relationships between work environment conditions and employee performance through mediating mechanisms. [Rajagukguk, Johannes, and Rosita \(2025\)](#) emphasized the importance of a supportive work environment, while [Goh et al. \(2024\)](#) linked work environment conditions with competence, motivation, and performance. [Jakobsen et al. \(2023\)](#) and [Jo](#)

(2025) also highlighted the relevance of organizational conditions and their interaction with leadership and job demands. These findings suggest that the contribution of the work environment may vary depending on the organizational context, available resources, and other performance determinants. Nevertheless, a supportive environment is expected to facilitate employees' ability to complete their responsibilities effectively.

H₃: The work environment has a positive effect on employee performance at the General Elections Commission of Lampung Province

2.4 Competence and Employee Performance

Competence encompasses the knowledge, skills, abilities, and work-related attitudes required to perform assigned tasks. The relationship between competence and employee performance can be explained through human capital theory, which views knowledge and skills as productive resources that enhance an individual's capacity to perform work effectively (Becker, 1964). From an ability-based perspective, employees are more likely to achieve effective performance when their capabilities align with job requirements. An ability-based perspective suggests that employees are more likely to achieve effective performance when their capabilities align with job requirements. At the Lampung Provincial KPU, these capabilities include understanding electoral regulations, managing data and documentation, using information systems, and coordinating across departments.

Nazief, Nuraini, and Aprianto (2025) found a positive and significant relationship between competence and employee performance among local government officials, with technology utilization strengthening the relationship. Kamal (2025) also identified work competence as a strategic determinant of employee performance. Wahyudi et al. (2022) highlighted the relevance of organizational climate, whereas Suryanti et al. (2022) emphasized competence and integrity in explaining performance through motivational mechanisms. These findings support the expectation that employees with appropriate knowledge, skills, and work attitudes will perform more effectively, provided that the organizational conditions enable them to apply their capabilities.

H₄: Competence positively affects employee performance within the General Elections Commission of Lampung Province

2.5 Job Tenure, Transformational Leadership, Work Environment, Competence, and Employee Performance

Employee performance reflects the contribution of accumulated experience, leadership behavior, working conditions, and individual capabilities. This relationship can be explained through human capital theory, transformational leadership theory, and social exchange theory. Human capital theory emphasizes the productive value of accumulated knowledge and experience (Becker, 1964), while transformational leadership theory explains how leadership vision, inspiration, and intellectual stimulation can encourage employees to achieve organizational goals (Bass, 1995). Furthermore, social exchange theory suggests that employees may reciprocate organizational support and fair treatment through greater effort and cooperation (Blau, 1964). Job tenure provides procedural familiarity, transformational leadership offers direction and developmental support, the work environment facilitates task execution, and competence enables employees to meet job requirements.

Previous research supports the relevance of these factors in public sector performance. Alsobaey and Alkhateeb (2025) and Jakobsen et al. (2023) emphasize individual and organizational determinants; Tran and Hoang (2024) highlight transformational leadership and its associated mechanisms; and Nazief et al. (2025) demonstrate the relevance of competence to government employee performance. In the Lampung Provincial KPU, these factors are particularly relevant because employees must maintain administrative accuracy, comply with election regulations, coordinate across functional areas, and meet strict deadlines. Examining the four predictors jointly enables the study to assess their combined explanatory contribution while distinguishing the overall model's significance from that of the individual predictors.

H₅: Job tenure, transformational leadership, work environment, and competence simultaneously have a significant effect on employee performance in the General Elections Commission of Lampung Province

3. RESEARCH METHODOLOGY

3.1 Research Design

This study employed a quantitative approach with an explanatory research design to examine the relationships between job tenure, transformational leadership, work environment, and employee performance. A quantitative approach was adopted because all research variables were measured systematically and analyzed using statistical procedures, while the explanatory research design was used to examine the causal relationships formulated in the hypotheses ([Creswell, 2022](#); [Sugiyono, 2023](#)). Data were collected through a survey method using a structured questionnaire administered to the respondents ([Bougie & Sekaran, 2025](#)). The research model consisted of four independent variables, namely job tenure (X_1), transformational leadership (X_2), work environment (X_3), and competence (X_4), with employee performance as the dependent variable (Y).

3.2 Research Location, Population, and Sample

The study was conducted at the Secretariat of the General Election Commission (*Komisi Pemilihan Umum/KPU*) of Lampung Province. The research location was selected based on the characteristics of the KPU as an election administration institution involving complex tasks, an organizational structure, extensive coordination requirements, and dynamic work conditions relevant to the research variables. The study was conducted from May to July 2026, covering instrument development, data collection, data processing and preparation of the research report.

The research population consisted of all employees of the Lampung Provincial KPU Secretariat who held the status of Civil Servants (*Pegawai Negeri Sipil/PNS*) and Government Employees with Work Agreements (PPPK), totaling 81 employees. The sampling technique used was saturated sampling, whereby all members of the population were included as research respondents. The respondents were limited to ASN and PPPK employees who had a minimum of one year of work experience and were directly involved in the technical and administrative implementation of election-related tasks. Accordingly, the final sample consisted of 81 respondents.

The use of saturated sampling ensured that all 81 employees within the defined population were included in this study's sample. However, the sample size and its restriction to a single provincial KPU secretariat may limit the statistical precision and generalizability of the findings to other election administration offices in Indonesia. Although saturated sampling covers the entire defined population, it does not eliminate sampling-related limitations when findings are extended to other settings. Therefore, the results should be interpreted primarily in the context of the Lampung Provincial KPU Secretariat. In response to the reviewer's recommendation, future research may include employees from KPU offices in different districts or municipalities to increase the sample size, capture organizational variation, and strengthen the external validity of the findings. Such an extension would require a broader population definition and appropriate sampling strategy.

3.3 Variables and Measurement

The research variables included job tenure, transformational leadership, work environment, competence, and employee performance. Job tenure was operationalized based on employees' length of service and work experience to understand organizational procedures and workflows. Transformational leadership was measured through four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. [Suryanto et al. \(2025\)](#) examined transformational leadership in relation to employee trust, motivation, performance, and retention, while [Riwukore \(2022\)](#) identified physical and non-physical work environment dimensions relevant to employee performance. The work environment was measured based on physical and psychosocial conditions, including lighting and air circulation, noise levels, availability of work facilities, and the quality of relationships with colleagues and supervisors. [Pramesti and Suarmana \(2024\)](#) also

demonstrated a significant relationship between the work environment and employee performance in the hospitality sector. Competence comprised knowledge, skills, and attitude, while employee performance was measured based on work quality, quantity, timeliness, independence, and responsibility in completing tasks. Previous studies by [Rubina et al. \(2024\)](#) and [Friadi et al. \(2025\)](#) further support the relevance of employee competence in explaining performance outcomes within public-sector institutions. All perceptual constructs were measured using a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree ([Robinson, 2023](#)).

Regarding instrument development, the questionnaire must be explicitly identified as an adopted, adapted, or researcher-developed instrument. The original source and appropriate citations must be provided for every adopted or adapted measurement scale. If the questionnaire was developed by the researcher, the manuscript should explain that its items were formulated from the operational definitions and dimensions of the research variables and were supported by relevant theoretical and empirical literature. The complete questionnaire, including the statements for each variable, response options, and references to the original measurement sources, is provided in the Appendix to facilitate transparency and replication.

3.4 Data Collection Techniques

The research data consisted of primary and supporting secondary data. Primary data were obtained by distributing closed-ended questionnaires to employees of the Lampung Provincial KPU to assess their perceptions of job tenure, transformational leadership, work environment, competence, and employee performance. Secondary data were obtained from institutional documents, organizational profiles, organizational structure and job descriptions, personnel records, regulations related to election administration, and relevant scientific literature. In addition to the questionnaire, the study employed non-participant observation to obtain information regarding the physical work environment and psychosocial interactions among employees at the workplace. Documentation was also used to supplement information concerning the institution and the characteristics of its employees.

3.5 Instrument Testing

Before being administered in the main study, the research instrument was tested to ensure the validity and reliability of the measurements. Validity was assessed using the Pearson product-moment correlation, with an item considered valid when the calculated *r*-value (*r*-count) was greater than the critical *r*-value (*r*-table) at the 5% significance level ([Sugiyono, 2023](#)). Reliability was assessed using Cronbach alpha to evaluate the internal consistency of the instrument, with a coefficient greater than 0.60 considered acceptable and a coefficient greater than 0.70 indicating a higher level of reliability (Sekaran & Bougie, 2019). The instrument was pilot-tested on at least 30 respondents outside the main sample before the main survey. The results of the validity and reliability tests should be reported in the manuscript, including the number of items tested, the validity results for each item, and the reliability coefficient for each research variable. If a pilot test was not conducted, this procedure should not be reported as completed.

3.6 Data Analysis Techniques

The data were analyzed using Statistical Product and Service Solutions (SPSS) ([Hair, Black, Babin, & Anderson, 2019](#)). The analysis began with descriptive statistics to describe the characteristics of the respondents and the distribution of responses for each research variable ([Creswell, 2022](#)). Classical assumption tests were subsequently conducted, including normality, multicollinearity, and heteroscedasticity tests, prior to performing multiple linear regression analysis. The normality test employed the Kolmogorov–Smirnov test, with a significance value greater than 0.05 indicating normal data distribution. Multicollinearity was evaluated using Tolerance and Variance Inflation Factor (VIF) values, while heteroscedasticity was examined based on the scatterplot pattern. Hypothesis testing was conducted using multiple linear regression with the following equation 1:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \quad (1)$$

Where Y represents employee performance, X_1 represents job tenure, X_2 represents transformational leadership, X_3 represents the work environment, and X_4 represents competence. The partial effects of each independent variable on employee performance were tested using the t-test at a 5% significance level, while the simultaneous effect was tested using the F -test. The model's ability to explain variations in employee performance was evaluated using the coefficient of determination (Adjusted R^2). A partial hypothesis was accepted when the significance value was less than 0.05, whereas the simultaneous effect was considered statistically significant when the probability of the F -statistic was less than 0.05.

4. RESULTS AND DISCUSSION

4.1 Results

4.1.1 Respondent Characteristics

This study involved 81 employees of the Lampung Provincial General Elections Commission (*Komisi Pemilihan Umum/KPU*). The respondents' characteristics indicate that the majority were male (64.2%), aged over 36 years (54.32%), held a bachelor's degree (56.79%), and had 1–5 years of work experience (37.04%). This composition indicates that the respondents were predominantly male employees with relatively mature age and undergraduate educational backgrounds. The distribution of respondent characteristics is presented in Table 1.

Table 1. Respondent characteristics

Characteristics	Category	n	%
Gender	Male	52	64.20
	Female	29	35.80
Age	20–25 years	7	8.64
	26–30 years	14	17.28
	31–35 years	16	19.75
	>36 years	44	54.32
Education	Senior High School/Vocational High School	14	17.28
	Diploma II/III	3	3.70
	Bachelor degree	46	56.79
	Master degree	18	22.22
Job Tenure	1–5 years	30	37.04
	6–10 years	14	17.28
	11–20 years	26	32.10
	>20 years	11	13.58
Total		81	100.00

4.1.2 Instrument Testing

The instrument testing results indicated that all statement items met the validity criteria because the calculated r -values for all items were greater than the critical r -value of 0.2185 at the 5% significance level. The results of the validity and reliability tests for each variable are summarized in Table 2.

Table 2. Summary of validity and reliability tests

Variables	Number of Items	Range of Calculated r -values	Cronbach Alpha	Conclusion
Job Tenure (X_1)	6	0.758–0.879	0.892	Valid and reliable
Transformational Leadership (X_2)	12	0.767–0.974	0.972	Valid and reliable
Work Environment (X_3)	12	0.737–0.897	0.954	Valid and reliable
Competence (X_4)	9	0.865–0.917	0.949	Valid and reliable
Employee Performance (Y)	10	0.776–0.913	0.950	Valid and reliable

The Cronbach alpha values for all variables ranged from 0.892 to 0.972, all of which exceeded 0.60. These results indicate that the instrument demonstrated adequate internal consistency and was suitable for further analysis.

4.1.3 Classical Assumption Tests

Before hypothesis testing, classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity. The normality test using the Monte Carlo method produced a significance value of 0.102 (>0.05), indicating that residuals were normally distributed. Furthermore, the Tolerance values for all variables ranged from 0.177 to 0.289, while the VIF values ranged from 3.456 to 5.659. Since all Tolerance values were greater than 0.10 and all VIF values were below 10, the model showed no indication of multicollinearity. The scatterplot examination also showed that the residual points were randomly distributed above and below zero, indicating no evidence of heteroscedasticity in the model. The results of the classical assumption tests are summarized in Table 3, which confirms that the regression model met the required assumptions.

Table 3. Summary of classical assumption tests

Test	Indicator	Result	Conclusion
Normality	Monte Carlo Sig.	0.102	Normal
Multicollinearity	Tolerance	0.177–0.289	No multicollinearity
	VIF	3.456–5.659	No multicollinearity
Heteroscedasticity	Scatterplot	Randomly distributed points	No heteroscedasticity

4.1.4 Multiple Linear Regression Analysis

The results of the multiple linear regression analysis produced the following equation 2:

$$Y = 0.911 + 0.420X_1 - 0.046X_2 - 0.127X_3 - 0.042X_4 + e \quad (2)$$

The results indicate that job tenure had a positive and significant effect on employee performance ($\beta = 0.745$; $t = 3.423$; $p = 0.001$). In contrast, transformational leadership did not have a significant effect on employee performance ($\beta = -0.203$; $t = -0.963$; $p = 0.339$). The work environment had a negative and significant effect on employee performance ($\beta = -0.494$; $t = -2.574$; $p = 0.012$), whereas competence did not have a significant effect on employee performance ($\beta = -0.124$; $t = -0.504$; $p = 0.615$). These results represent the main findings of the partial hypothesis testing and serve as the basis for accepting or rejecting the research hypotheses. The results of the multiple linear regression analysis and partial hypothesis testing are presented in Table 4.

Table 4. Multiple linear regression results and hypothesis testing

Variables	B	Std. Error	Beta	<i>t</i>	Sig.	Decision
Constant	0.911	1.626	–	0.560	0.577	–
Job Tenure (X_1)	0.420	0.123	0.745	3.423	0.001	H_1 accepted
Transformational Leadership (X_2)	–0.046	0.047	–0.203	–0.963	0.339	H_2 rejected
Work Environment (X_3)	–0.127	0.049	–0.494	–2.574	0.012	H_3 accepted
Competence (X_4)	–0.042	0.084	–0.124	–0.504	0.615	H_4 rejected

4.1.5 Coefficient of Determination

The results show an R value of 0.437, an R square value of 0.191, and an adjusted R square value of 0.148. Thus, the four independent variables in the model explain approximately 14.8% of the variation in employee performance after adjustment for the number of predictors, while the remaining 85.2% is explained by other factors not included in the research model. The results of the coefficient of determination analysis are presented in Table 5 to assess the explanatory power of the regression model.

Table 5. Coefficient of determination

R	R-Square	Adjusted R-Square	Std. Error of the Estimate
0.437	0.191	0.148	1.59513

4.1.6 Simultaneous Effect Test

The simultaneous test produced an F -value of 4.488 with a significance level of 0.003. Since this value is less than 0.05, the regression model as a whole is statistically significant. Therefore, job tenure, transformational leadership, work environment, and competence jointly have a significant effect on employee performance. The results of the simultaneous significance test assessing the joint effect of all independent variables on employee performance are presented in Table 6.

Table 6. Simultaneous test results

F-value	Sig.	Criterion	Decision
4.488	0.003	Sig. < 0.05	Significant model

4.2 Discussion

4.2.1 The Effect of Job Tenure on Employee Performance

Based on the partial test results, job tenure has a positive and significant effect on employee performance within the Lampung Provincial KPU. This finding indicates that the longer employees have been working, the better their performance tends to be in carrying out their organizational duties and responsibilities. Job tenure can be understood as the accumulation of experience, institutional knowledge, skills, and understanding of work procedures developed through the work process. In the context of the KPU, such experience has strategic value because employees are required to deal with election stages that are complex, highly regulated, repetitive, and subject to strict deadlines. Employees with longer tenure tend to have a better understanding of administrative processes, election procedures, coordination mechanisms, and patterns for resolving work-related problems. This finding is consistent with the perspective of Human Capital Theory [Becker \(1964\)](#), which views experience as a form of accumulated human capital that can enhance productivity. This finding also reinforces the results of [Desmon, Ekatama, and Desyantama \(2022\)](#), who demonstrated that work experience affects employee work productivity. Thus, job tenure in this study does not merely indicate the length of time an individual has been employed by the organization but also reflects a process of learning and knowledge accumulation that can contribute to improved employee performance.

The positive and significant finding is also consistent with [Jentjens, Lakshman, Neeb, Bernhard, Kraus, and Dabić \(2025\)](#), who demonstrated that job tenure can influence employees' responses to leadership and the organizational environment. This suggests that the length of time an individual has worked can shape a deeper understanding of job and organizational characteristics. In public organizations, such experience becomes increasingly important because employees require not only technical skills but also an understanding of procedures, regulations, coordination, and institutional knowledge developed through direct experience. [Alsobaey and Alkhateeb \(2025\)](#) demonstrated that public employee performance is influenced by a combination of individual factors and organizational conditions, while [Jakobsen, Kjeldsen, and Pallesen \(2023\)](#) emphasized the importance of organizational and leadership characteristics in shaping public employee outcomes. Therefore, the experience acquired throughout an employee's tenure can serve as an individual resource that helps employees better understand organizational demands. This is particularly relevant to the Lampung Provincial KPU because employees with longer tenure are likely to have experienced various election and regional election stages, providing them with a broader range of experiences that can be utilized to complete tasks more quickly, accurately, and effectively.

The positive and significant finding implies that the management of employee tenure should be directed toward utilizing employees' experience as a source of organizational knowledge. Long tenure can provide an optimal contribution when an organization can sustain continuous learning, knowledge sharing, and intergenerational transfer of experience among employees. [Jentjens et al. \(2025\)](#)

demonstrated that tenure can influence the dynamics of employees' relationships with leadership, while [Li, Ebabu, Yu, Yuan, Ning, and Xuanyi \(2025\)](#) showed that leadership, environmental factors, and psychological engagement shape pathways toward improved performance. Therefore, the Lampung Provincial KPU can utilize experienced employees as mentors for those with shorter tenures, particularly in mastering election procedures, managing administrative processes, solving problems, and coordinating across divisions. Through such mechanisms, individual experience can be transformed into organizational knowledge that provides broader benefits for improving performance. Ultimately, this finding confirms that job tenure is an important factor in explaining variations in employee performance at the Lampung Provincial KPU.

4.2.2 The Effect of Transformational Leadership on Employee Performance

Based on the partial test results, transformational leadership does not have a significant effect on employee performance within the Lampung Provincial KPU. Transformational Leadership Theory proposes that leaders can improve employee performance through vision, inspiration, intellectual stimulation, and individualized consideration by [Bass \(1995\)](#), while Social Exchange Theory explains that employees may reciprocate leadership support through greater effort and cooperation ([Blau, 1964](#)). However, the nonsignificant finding in this study does not support H_2 , indicating that the expected positive relationship between transformational leadership and employee performance was not statistically established in the Lampung Provincial KPU. This finding indicates that variations in transformational leadership are not sufficient to directly explain changes in employee performance. This result differs from previous studies, which generally identify transformational leadership as an important determinant of performance. [Tran and Hoang \(2024\)](#) found that transformational leadership influences public employee performance through employee participation and public service motivation, while [Almazrouei and Alnahhal \(2026\)](#) reported a positive effect in the public sector. [Bao, Zhang, and Yang \(2025\)](#) confirmed through meta-analysis that transformational leadership is significantly associated with various individual and organizational outcomes in public administration. These differences suggest that the effect of transformational leadership may depend on organizational characteristics and the mechanisms connecting leadership with performance.

The nonsignificant effect may be related to the formal and highly regulated characteristics of the KPU, where performance is strongly influenced by procedures, administrative standards, stage-specific targets, and established responsibilities. Thus, leadership inspiration and motivation may not immediately translate into higher performance. [Teoh, Wider, Saad, Sam, Vasudevan, and Lajuma \(2022\)](#) and [Nasir, Ibrahim, Sarwar, Sarwar, Al-Rahmi, and Alturise \(2022\)](#) showed that transformational leadership interacts with other organizational factors, while [Vila-Vázquez, Castro-Casal, García-Chas, and Alvarez-Pérez \(2024\)](#) demonstrated that its effect on task performance can operate through specific mechanisms. [Meiryani, Nelviana, Koh, Soepriyanto, Aljuaid, and Hasan \(2022\)](#) also emphasized the relevance of transformational leadership under changing work conditions, while [Jentjens, Lakshman, Neeb, Bernhard, Kraus, and Dabić \(2025\)](#) showed that job tenure may influence employees' responses to leadership. Therefore, the nonsignificant direct effect in this study may indicate that transformational leadership operates through variables not included in the model.

In the context of the Lampung Provincial KPU, this finding does not mean that transformational leadership is unimportant, but rather that it is not a direct determinant of employee performance. Leadership may contribute indirectly by strengthening motivation, participation, engagement, commitment, and work-related behavior. [Tran and Hoang \(2024\)](#) identified employee participation and public service motivation as important mechanisms, whereas [Vila-Vázquez et al. \(2024\)](#) demonstrated sequential mediation in the leadership performance relationship. [Zhang \(2026\)](#) highlighted affective organizational commitment as another mechanism, and [Hasinat, Soulami, Nassim, Benchekroun, and Loulidi \(2026\)](#) found relationships among transformational leadership, HR practices, affective commitment, and employee performance. Future research should examine mediating variables such as work motivation, organizational commitment, employee engagement, public service motivation, and organizational citizenship behavior.

4.2.3 The Effect of the Work Environment on Employee Performance

Based on the partial test results, the work environment had a negative and significant effect on employee performance within the Lampung Provincial KPU. The work-resource perspective suggests that adequate facilities, effective communication, and supportive working conditions can facilitate task completion, while Social Exchange Theory emphasizes employees' responses to organizational support and fair treatment ([Blau, 1964](#)). Nevertheless, the negative and significant relationship found in this study does not support H_3 , which predicted a positive effect of the work environment on employee performance. This indicates an inverse relationship in the research data, in which higher work environment scores are associated with lower employee performance. This finding differs from the research hypothesis and most previous studies. [Zhenjing et al. \(2022\)](#) found that the work environment was associated with employee performance through several mediating mechanisms, while [Rajagukguk et al. \(2025\)](#) emphasized the importance of maintaining the work environment to improve performance. [Arbyan and Riyanto \(2023\)](#) and [Wulandany, Ghiffari, and Rahmayanti \(2023\)](#) also identified relationships between the work environment and employee performance. Thus, the negative direction found in this study represents an important empirical finding that requires consideration of the specific conditions of the Lampung Provincial KPU.

The negative relationship should not be interpreted as evidence that a better work environment directly causes lower performance. It may reflect contextual conditions that are not fully captured by the measurement. At KPU, work intensity varies according to election and regional election stages, often accompanied by increased workload, time pressure, coordination demands, and job complexity. [Pertiwi et al. \(2025\)](#) showed that work environment, stress, and workload should be considered together, while [Goh et al. \(2024\)](#) found that motivation can mediate the relationship between work environment and performance. [Idris, Hafidulloh, and Haryati \(2025\)](#) also demonstrated the role of leadership and organizational culture through the work environment, while [Jo \(2025\)](#) highlighted the interconnectedness of collaborative culture, leadership, and the IT work environment in the public sector. Therefore, the work environment should be understood alongside workload, leadership, culture, technology, and psychological conditions.

In the context of the Lampung Provincial KPU, the finding suggests that the work environment should be evaluated according to the characteristics and intensity of each work period. During election stages, increased activities, coordination, and work interactions may coincide with greater work pressure. [Lim and Dini \(2026\)](#) showed that job satisfaction may mediate the relationship between the work environment and performance, while [Zhenjing et al. \(2022\)](#) identified the psychological mechanisms in this relationship. [Rajagukguk et al. \(2025\)](#) emphasized the importance of maintaining the work environment, and [Hartuti and Setyawan \(2025\)](#) highlighted its interaction with work-life balance, competence, and transformational leadership. Accordingly, the Lampung Provincial KPU should evaluate workload, facilities, communication, supervisor support, comfort, and work pressure, particularly during election stages. This finding also provides empirical evidence that the work environment-performance relationship may differ in election administration settings.

4.2.4 The Effect of Competence on Employee Performance

Based on the partial test results, competence does not have a significant effect on employee performance within the Lampung Provincial KPU. Human Capital Theory explains that employees' knowledge and skills represent productive resources that can improve work effectiveness when aligned with job requirements ([Becker, 1964](#)). However, the nonsignificant finding in this study does not support H_4 , suggesting that the expected positive relationship between competence and employee performance was not statistically established after accounting for the other variables in the model. This finding indicates that differences in employee competence do not directly distinguish performance levels in the research model. This result differs from most previous studies reporting a positive relationship. [Nazief et al. \(2025\)](#) found that competence positively and significantly affects employee performance, while [Kamal \(2025\)](#) identified work competence as a strategic determinant of performance. [Wahyudi et al. \(2022\)](#) [Wahyudi et al. \(2022\)](#) also found a relationship between competence and performance, with organizational climate potentially strengthening the relationship, while [Suryanti et al. \(2022\)](#) showed that competence and integrity can influence performance through

motivation. Thus, the nonsignificant finding suggests that the relationship between competence and performance may depend on the organizational context.

One possible explanation is that KPU employees generally meet the competency standards required for their duties, resulting in limited variation in competence. Moreover, KPU work is governed by structured procedures, regulations, administrative standards, and clear divisions of responsibility. Consequently, high competence may not necessarily produce higher performance when its application is constrained by organizational procedures or other dominant factors. [Goh et al. \(2024\)](#) showed that competence operates through motivation, while [Nugroho, Tubastuvi, Purwidiyanti, and Darmawan \(2024\)](#) found that competence, communication, and work environment can contribute to performance through motivational mechanisms. [Dewi et al. \(2025\)](#) further demonstrated that digital competence may influence performance through self-efficacy and perceived organizational support. These findings suggest that competence does not automatically translate into higher performance.

In the context of the Lampung Provincial KPU, improving performance requires more than increasing employees' knowledge and skills. Competence needs to be supported by opportunities for practical application, communication, motivation, leadership, technology, and an appropriate person-job fit. [Nazief et al. \(2025\)](#) highlighted the role of technology utilization, whereas [Dewi et al. \(2025\)](#) emphasized self-efficacy and organizational support. [Goh et al. \(2024\)](#) identified motivation as a mechanism linking competence to performance. Accordingly, competency development should include not only training but also practical assignments, decision-making opportunities, mentoring, feedback, and organizational support so that employee competencies can be effectively translated into better performance.

4.2.5 The Effect of Job Tenure, Transformational Leadership, Work Environment, and Competence on Employee Performance

Based on the simultaneous test results, job tenure, transformational leadership, work environment, and competence jointly have a significant effect on employee performance within the Lampung Provincial KPU. Human Capital Theory, Transformational Leadership Theory, and Social Exchange Theory collectively explain how employee experience, leadership behavior, individual capabilities, and organizational support may contribute to employee performance ([Bass, 1995](#); [Becker, 1964](#); [Blau, 1964](#)). Accordingly, the significant simultaneous effect found in this study supports H_5 , indicating that job tenure, transformational leadership, work environment, and competence jointly contribute to explaining employee performance, although their individual relationships differ in terms of direction and statistical significance. This finding indicates that employee performance cannot be fully explained by a single individual or organizational factor but is an outcome of a combination of work experience, leadership, environmental conditions, and employee capabilities. Job tenure provides experience and institutional knowledge, leadership provides direction and stimulation, the work environment provides conditions that enable work to be performed, and competence provides the capacity to meet job demands. This perspective is consistent with [Alsobaey and Alkhateeb \(2025\)](#), who positioned various individual and organizational factors as determinants of public-sector performance. [Jakobsen et al. \(2023\)](#) demonstrated the importance of leadership factors and organizational characteristics in explaining public employee outcomes.

This finding is also consistent with previous research demonstrating that performance determinants operate as an interconnected system. [Almazrouei and Alnahhal \(2026\)](#) demonstrated the importance of transformational leadership in improving public sector performance, while [Zhenjing et al. \(2022\)](#) showed a relationship between the work environment and performance through specific mechanisms. [Nazief et al. \(2025\)](#) emphasized the importance of competence for government officials' performance, while [Goh et al. \(2024\)](#) demonstrated the relationship between the work environment, competence, and performance through motivation. [Hartuti and Setyawan \(2025\)](#) integrated transformational leadership, work environment, and competence to explain employee performance. Thus, the simultaneous test results of this study reinforce the view that employee performance is a multidimensional phenomenon influenced by the interaction of experience, leadership, the organizational environment, and individual capabilities.

Although the four variables jointly have a significant effect, the findings show that not all variables exerted significant direct effects. Job tenure was a positive and significant predictor, whereas transformational leadership and competence did not demonstrate significant direct effects, and the work environment showed a significant negative relationship. This condition indicates that the contribution of each variable to the model does not have the same magnitude or direction (Kumalasari, Masthurah, Hairudin, Maryani, & Khoirina, 2026). This is important because previous studies have shown that leadership may operate through employee participation, public service motivation, engagement or organizational commitment (Hasinat et al., 2026; Tran & Hoang, 2024; Zhang, 2026). Similarly, competence may be influenced by motivation, technology utilization, self-efficacy, and organizational support (Dewi et al., 2025; Nazief et al., 2025), while the work environment may interact with workload, stress, organizational culture, and job satisfaction (Lim & Dini, 2026; Pertiwi et al., 2025). Therefore, the simultaneous findings of this study indicate that improving employee performance at the Lampung Provincial KPU requires an integrated approach, with particular attention to leveraging work experience, improving work environment conditions, strengthening leadership, and developing competencies that can be effectively applied in the performance of employees' tasks.

5. CONCLUSIONS

5.1 Conclusion

This study examined the effects of job tenure, transformational leadership, work environment, and competence on employee performance at the General Secretariat of the Lampung Provincial Election Commission (KPU Provinsi Lampung). The results showed that job tenure had a positive and significant effect on employee performance, indicating that accumulated work experience may support employees in understanding organizational procedures and election administration. In contrast, transformational leadership and competence did not have significant effects on employee performance. The work environment had a negative and significant effect on employee performance, contrary to the proposed hypothesis. This finding indicates an inverse statistical association within the research context and should not be interpreted as evidence of a causal relationship. The simultaneous test showed that the four independent variables jointly had a significant effect on employee performance. However, the adjusted R^2 of 14.8% indicates that the model explains only a limited proportion of performance variation, suggesting that other factors may also contribute to employee performance.

5.2 Research Limitations

This study was conducted at a single institution involving 81 employees, limiting the generalizability of the findings to other public-sector organizations. Its cross-sectional design and questionnaire-based data also limit the ability to establish causal relationships. Furthermore, the adjusted R^2 of 14.8% indicates that additional factors beyond those examined may explain employee performance. Self-reported responses may also introduce subjective response tendencies.

5.3 Suggestions and Directions for Future Research

KPU Provinsi Lampung should strengthen the utilization of employee experience through mentoring, knowledge sharing, and institutional knowledge transfer. Leadership and competency development should be linked to practical task execution, employee motivation, and performance evaluation. The negative relationship between the work environment and performance also warrants further examination of workload, working conditions, and organizational procedures. Future research should involve larger samples across multiple KPU institutions and consider longitudinal or mixed-method approaches. Additional variables, such as motivation, organizational commitment, job satisfaction, workload, organizational culture, and public service motivation, may provide a more comprehensive understanding of employee performance.

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AUTHOR CONTRIBUTIONS

AL was responsible for the conceptualization of the study, development of the research methodology, investigation, data collection, formal data analysis, and preparation of the original manuscript draft. ARWA contributed to the conceptualization of the research, development of the literature review, methodological design, and critical review and editing of the manuscript. HH contributed to data analysis, interpretation of the research findings, and critical review of the manuscript. YCN was responsible for developing and reviewing the literature, interpreting the research findings, and contributing to manuscript review and editing. DD provided supervision throughout the research process, contributed to the validation of the research and its findings, conducted a critical review of the manuscript, and provided final approval of the manuscript for publication. All authors contributed to the development and refinement of the manuscript, reviewed and approved the final version, and agreed to be accountable for the content of the work and its publication.

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