
**THE INFLUENCE OF LEADERSHIP STYLE, WORK ENVIRONMENT,
ORGANIZATIONAL COMMITMENT, AND JOB SATISFACTION ON THE
PERFORMANCE OF CIVIL SERVANTS OF THE RIAU ISLANDS PROVINCE
KPU**

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ABSTRACT

This study aims to analyze the influence of Leadership, Work Environment, Organizational Commitment, and Job Satisfaction on the Performance of Civil Servants of the KPU RIAU Islands. This research uses a quantitative approach grounded in Performance Theory, which views performance as the result of managerial processes, organizational behavior, and employee psychological factors. The sampling technique used was a saturated sample, involving all ASN KPUs in Riau Islands Province, with a total of 145 respondents. Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results of the study showed that Leadership had a positive and significant effect on ASN performance (p -value = 0.026), and Job Satisfaction had a very strong and significant positive influence (p -value = 0.000), becoming the most dominant variable. Organizational Commitment also has a substantial effect on performance, but in a negative direction (p -value = 0.036), indicating that some forms of commitment have not fully encouraged performance improvement. Meanwhile, the Work Environment did not significantly influence ASN performance (p -value = 0.631). The R-square value of 0.93 indicates that the research model has very strong explanatory power. This research emphasizes the importance of strengthening leadership qualities and increasing job satisfaction to improve the performance of ASN in election organizing institutions.

Keywords: leadership; work environment; organizational commitment; job satisfaction; kpu kepri

INTRODUCTION

Improving the performance of the apparatus and the quality of public services are the main agendas in various countries. Developed countries such as Singapore (Bautista et al., 2025), New Zealand (Sun et al., 2025), and South Korea (Mustofa et al., 2025) place effective leadership, a professional work environment, and strengthening employee commitment and satisfaction as the main foundations of bureaucratic reform. Services that are oriented towards public trust as an indicator

of the success of public sector organizations (Tan et al., 2025). Various countries show that the quality of service and public trust in public institutions are greatly influenced by employee performance, which in turn is determined by leadership factors, work environment, organizational commitment, and job satisfaction (Tay et al., 2025).

The performance of the state civil apparatus (ASN) is a strategic factor in determining the effectiveness of government

administration and the quality of public services (Salakhova et al., 2025). In the context of holding elections and regional head elections, the General Election Commission (KPU) has a central role in ensuring a transparent, accountable, and integrity democratic process. The performance of civil servants (PNS) within the Riau Islands Provincial KPU is an important factor in supporting the successful implementation of the election and regional election stages.

Empirically, the Riau Islands Provincial KPU's performance still shows room for improvement. This is reflected in the data issued by <https://kepri.kpu.go.id/> regarding the value of the Performance Management Index (IMK) in 2025, which is in the range of 87%. Although these achievements are relatively good, they do not fully reflect the optimal performance expected of an election organization that must work professionally under intense public pressure. These performance problems are also reflected in the external dynamics of democracy implementation in the Riau Islands. The voter participation rate in the 2024 Riau Islands Regional Election was relatively low, especially in Batam City, which is dominated by the high number of white groups (golput) (Tunggul, 2024). This low voter participation indicates negative sentiment, distrust, or public dissatisfaction with the political process and available candidates. This condition cannot be separated from the KPU's role as an election

organizer, where employees' performance in socialization, voter education, and election services is a factor that also determines the level of community participation.

In addition, institutional integrity is also in the spotlight. The Corruption Eradication Commission highlighted that the integrity score in the Riau Islands Province is still in the vulnerable category, so real changes in governance are needed are needed (KPK, 2025). This vulnerability to integrity shows that strengthening ethical values, organizational commitment, and the professionalism of the apparatus remains a serious challenge. In the context of the KPU, the issue of integrity is crucial because it has a direct effect on public trust in election results and the legitimacy of democracy (Alaydrus et al., 2023).

These various problems indicate that the performance of civil servants in the Riau Islands Provincial KPU is influenced not only by technical and regulatory factors but also by internal organizational factors. Leadership styles that are not fully able to encourage employee participation and motivation, work environments that are not optimal both physically and non-physically, varying levels of organizational commitment, and employee job satisfaction that have not been fully fulfilled, contribute to performance achievements that have not been maximized (Bahri & Se, 2018). The Riau Islands' archipelagic geography also adds to the complexity of the work environment and the

organizational pressures faced by KPU employees.

Although various previous studies have examined government performance, they still focus on community satisfaction (Ahdarrijal & Pribadi, 2024), psychological aspects (Muhammad & Aziz, 2020), organizational culture (Pribadi et al., 2024) on employee performance in government organizations. So there is a knowledge gap (**research gap**). Studies that simultaneously link these four variables to the performance of civil servants in election organizing institutions, especially in archipelago areas with complex democratic and integrity challenges, are still relatively limited. Therefore, the existence of the 2025 IMK score of 87%, low voter participation in the 2024 Regional Elections, and the spotlight on the vulnerability of institutional integrity are empirical and academic gaps that underlie the importance of this research.

LITERATURE REVIEW

Performance Theory

Performance theory views that performance is not solely determined by the technical abilities of employees, but also by leadership, work environment, motivation, work attitudes, and organizational systems and structures (Tzeng et al., 2026). In public organizations, Performance Theory emphasizes that performance achievement is closely related to clarity of goals, role division, organizational support, and effective performance management mechanisms (Almajali et al., 2026; Bahri & Se, 2018). So,

performance is understood as the output of integrated managerial processes and organizational behavior. Performance Theory is used to analyze how organizational factors affect the performance of state civil servants (ASN) in achieving public service goals (Dalimunthe et al., 2026). Performance theory explains that the right leadership style, a conducive work environment, a strong organizational commitment level, and high job satisfaction will encourage employee performance improvement (Qahman et al., 2026).

Leadership

Leadership is the ability of a leader to influence, direct, and motivate subordinates in achieving organizational goals (Anser et al., 2026). In organizational and performance theory, leadership is seen as a strategic factor that determines how human resources are managed and empowered. Leaders not only play a role in decision-making, but also in building visions, creating a conducive work climate, and fostering employee motivation and trust (Onyimadu & Adetutu, 2026; Rys et al., 2026). An effective leadership style will encourage employee engagement, increase job satisfaction, and strengthen organizational commitment (Navarro et al., 2026). Leadership style is an important variable in explaining the difference in employee performance levels in public organizations (Shiffman et al., 2026).

Work Environment

Work Environment refers to all conditions around employees that affect the implementation of work, both

physical and non-physical (Rønningstad, 2026). The physical work environment includes facilities, infrastructure, and workspace conditions, while the non-physical work environment includes work relationships, organizational climate, and communication patterns between employees and leaders (Cavicchi et al., 2026). Work Environment emphasizes that safe, comfortable, and supportive working conditions will increase productivity and the quality of employees' work results (Elafef et al., 2026). A conducive work environment allows employees to focus on their duties and responsibilities, reduces work stress, and increases satisfaction and commitment to the organization (Kettunen & Lutovac, 2026). The work environment is an important element in efforts to improve organizational performance (Kyambade et al., 2026).

Organizational Commitment

Organizational commitment is the degree of psychological attachment of employees to the organization, reflected in loyalty, belonging, and a desire to remain part of it. (Clark et al., 2026). Organizational commitment

reflects the extent to which employees accept the values and goals of the organization and are willing to give their best efforts to achieve those goals (Mokhtar et al., 2026). Employees with high commitment tend to show greater responsibility, dedication, and concern for the organization's success. Organizational commitment plays an internal factor that affects the intensity and quality of employee performance (Haas et al., 2026).

Job Satisfaction

Job Satisfaction shows an employee's positive attitude towards work that results from assessments of various aspects of work, such as tasks, work environment, relationships with superiors and colleagues, and awards received (Chisholm et al., 2026). Job satisfaction reflects the extent to which an employee's expectations are met in his or her job. Employees who feel satisfied tend to be highly motivated and exhibit a positive work attitude. A high level of job satisfaction will encourage work morale, increase concentration, and reduce negative behaviors in the workplace (Amalia & Azizah, 2022).

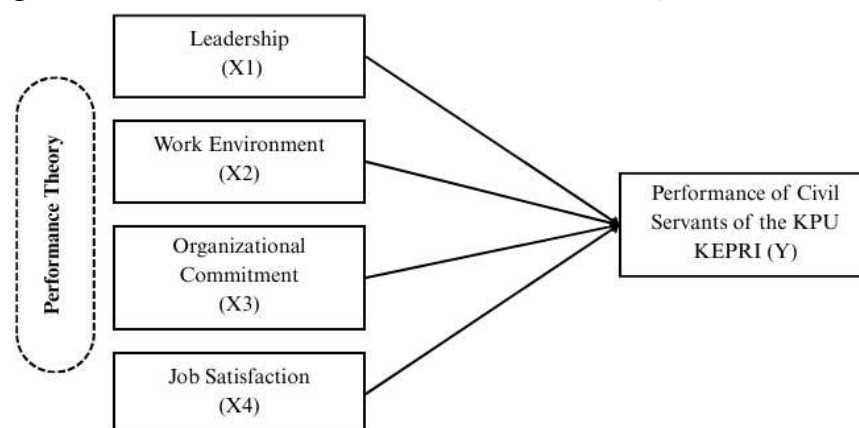


Figure 1. Theoretical Framework

Hypothesis

H1: Leadership has a positive and

significant effect on the Performance of Civil servants of the KPU KEPRI.

H2: Work Environment has a positive and significant effect on the Performance of Civil Servants of the KPU KEPRI.

H3: Organizational Commitment has a positive and significant effect on the Performance of Civil Servants of the KPU KEPRI.

H4: Job Satisfaction has a positive and significant effect on the Performance of Civil Servants of the KPU KEPRI.

METHOD

This study uses a quantitative research method to examine the variables of Leadership Style, Work Environment, Organizational Commitment, and Job Satisfaction on the Performance of Civil Servants of the Riau Islands Provincial KPU. The sampling technique used is a saturated sample to determine the respondents, and the researcher wants to get a complete picture without generalizing to the wider population. The following are the stages in this study.

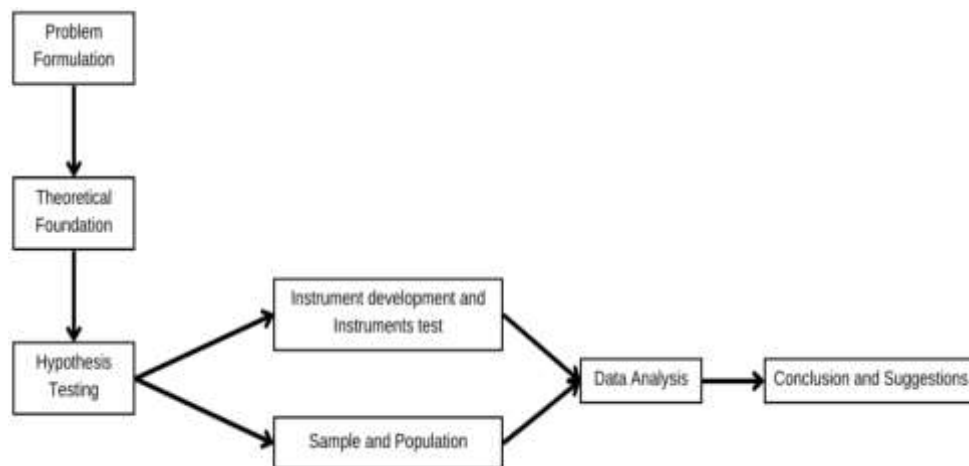


Figure 2. Stages of Research

Figure 2 illustrates the stages of this research, starting with the formulation of the problem and the theoretical foundation, followed by testing hypotheses, including samples and populations, research instruments, data analysis, and, finally, conclusions and suggestions.

The sample in this study is all government employees in the Riau Islands Provincial KPU. The data obtained from employees working within the scope of the Riau Islands province is 145. This study used saturated samples. The determination of saturated samples is considered

representative enough to obtain an overview of community satisfaction trends without requiring too large a sample number, so that it remains efficient in terms of time, cost, and research resources (Pribadi & Iqbal, 2024).

RESULT

The number of respondents in this study was 145 people. Based on gender characteristics, male respondents numbered 79 (54.5%), while female respondents numbered 66 (45.5%). This composition shows that male respondents are slightly more

dominant than female respondents, significant.
although the difference is not very

Table 1. Respondent Demographics

Source: Data processed, 2026

<i>Respondent Characteristics</i>	<i>Frequency</i>	<i>%</i>
Gender		
Male	79	54,5
Female	66	45,5
Education Level		
Elementary School (SD)	0	0,0
Junior High School (SMP)	0	0,0
Senior High School (SMA)	12	8,3
Diploma (D3)	15	10,3
Bachelor (S1)	110	75,9
Magister (S2)	8	5,5
Doctoral (S3)	0	0,0
Total	145	100,0

Based on level of education, the majority of respondents have a Bachelor's degree (S1), with a total of 110 people (75.9%). Respondents with a Diploma (D3) education numbered 15 (10.3%), while those with high

school education (SMA) numbered 12 (8.3%). The respondents with a Master's (S2) level of education numbered 8 (5.5%). Meanwhile, no respondents had Elementary School (SD), Junior High School (SMP), or Doctoral (S3) education levels.

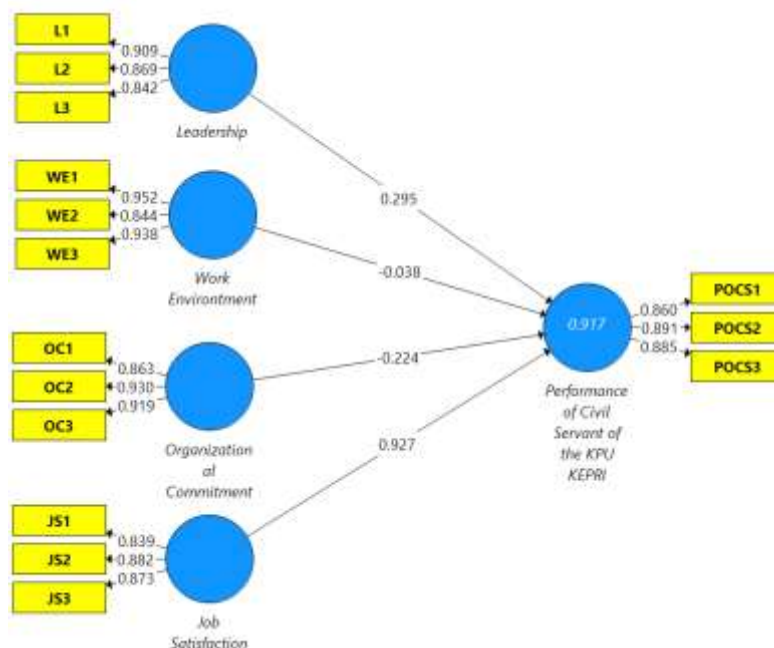


Figure 3. Validated research model

Figure 3 shows that all variables have met the validity test criteria for each indicator. An indicator is declared valid if it has a value greater than 0.70 (Sugiyono & Lestari, 2021). Furthermore, the test results showed that the variables affecting public satisfaction accounted for 91.7% of the variance. Referring to the R-Square grouping criteria, values above 0.67 are classified as strong, values above 0.33 to below 0.67 are classified as moderate, while values below 0.33 are

classified as weak (Pribadi et al., 2024). Therefore, it can be concluded that the influence of leadership style, work environment, organizational commitment, and job satisfaction on the performance of civil servants of the KPU in the Riau Islands province reached 0.917, indicating that the supporting variables have a strong influence on community satisfaction.

Reliability Test, Cronbach's Alpha, and Composite Reliability

Table 2. Reliability Test, Cronbach's Alpha, and Composite Reliability

Source: SEM-PLS data processing results, 2026

<i>Variable</i>	<i>Cronbach's Alpha</i>	<i>rho_A</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>	
Job Satisfaction	0.831	0.833	0.899	0.748	Valid
Leadership	0.844	0.846	0.906	0.763	Valid
Organizational Commitment	0.889	0.898	0.931	0.818	Valid
Work Environment	0.899	0.914	0.937	0.833	Valid
Performance of Civil Servants of the KPU KEPRI	0.852	0.854	0.910	0.772	Valid

All research variables demonstrated excellent reliability and validity. The Job Satisfaction variable has a Cronbach's Alpha of 0.831, a rho_A of 0.833, a Composite Reliability of 0.899, and an AVE of 0.748. These values exceed the required minimum, so the indicators for this variable are

considered reliable and valid. The Leadership variable also showed consistent results, with a Cronbach's Alpha of 0.844, a rho_A of 0.846, a Composite Reliability of 0.906, and an AVE of 0.763. This indicates that the leadership construct has strong internal consistency and explains the

indicators' variance well.

The Organizational Commitment variable has very high reliability, as indicated by Cronbach's Alpha of 0.889, rho_A of 0.898, Composite Reliability of 0.931, and AVE of 0.818. The high AVE value confirms that this variable has excellent convergent validity. The Performance of Civil Servants of the KPU RIAU Islands variable also met all test criteria, with Cronbach's Alpha value of 0.852, rho_A of 0.854, Composite Reliability

of 0.910, and AVE of 0.772. This shows that the performance indicators of the state civil apparatus at the KPU KEPRI can reliably and validly measure the constructs.

The Work Environment variable yielded a Cronbach's Alpha of 0.899, a rho_A of 0.914, a Composite Reliability of 0.937, and an AVE of 0.833. These results indicate that the work environment has a very strong level of reliability and validity.

Hypothesis Test

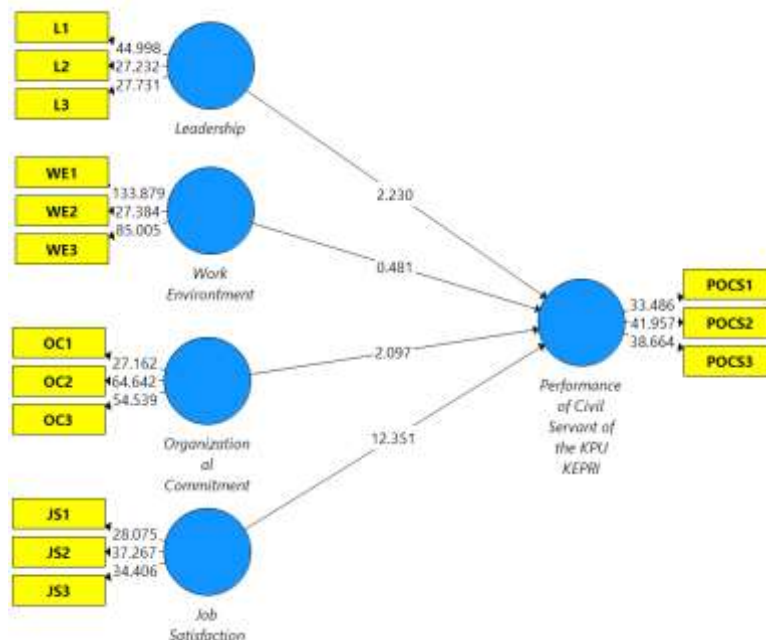


Figure 4. Output Bootstrapping

The results of hypothesis testing through the bootstrapping method showed that the Job Satisfaction variable was tested as an independent variable against the dependent

variable to determine the influence of each variable. A hypothesis is declared acceptable if the T-statistic value is greater than 1.96 and the P-value is less than 0.05 (Sugiyono, 2018).

Table 3. Hypothesis Testing of the Performance of Civil Servants of the KPU KEPRI

Source: SEM-PLS data processing results, 2026

<i>Variable</i>	<i>Original Sample (O)</i>	<i>T- Statistics</i>	<i>P-Values</i>	
Leadership	0.295	2.230	0.026	Accepted
Work Environment	-0.038	0.481	0.631	Rejected
Organizational Commitment	-0.224	2.097	0.036	Accepted
Job Satisfaction	0.927	12.351	0.000	Accepted

Based on the table of relationships between these variables, Leadership has a positive influence on the dependent variables, with a coefficient of 0.295. The T-statistic of 2.230 and the P-value of 0.026 indicate that the impact is statistically significant, so the hypothesis that leadership influences is accepted. The results of the study are in line with the previous research stated by (Qamari et al., 2026) which said that leadership is the key to improving employee performance, because leaders are motivators in shaping organizational culture.

The Work Environment variable showed an influence coefficient of 0.038, a T-statistic of 0.481, and a P-value of 0.631. The value exceeds the 0.05 significance threshold, indicating that the work environment does not significantly influence the dependent variable. Therefore, the hypothesis regarding the variables of the work environment is rejected. Research conducted by (Sakvand et al., 2026) emphasizes that, in supporting employee performance success in the government environment, the most basic factor to consider is the work environment. Thus, the results of the study criticize the previous research conducted by Sakvand; the findings

are in line with the research conducted by (Prananta et al., 2026) which states that the environment has little effect on employee performance, as long as the quality and professionalism of the human resources are maintained.

Organizational Commitment has a coefficient of 0.224, a T-Statistic of 2.097, and a P-Value of 0.036. These results show that organizational commitment has a significant effect on dependent variables, even though the direction of influence is negative. Thus, the hypothesis regarding the organizational commitment variable is accepted. The commitment of the organization to improve employee performance is a key factor in supporting the success of the organization in achieving its goals (Ng et al., 2026). This commitment is owned and formed by a leader (Hosseini Tabaghdehi et al., 2026). So this study supports previous research.

Job Satisfaction showed a very strong influence with a coefficient of 0.927. A very high T-statistic of 12,351 and a P-value of 0.000 confirm that job satisfaction has a positive, statistically significant impact. Therefore, the hypothesis regarding the influence of job satisfaction is declared accepted. The research is in line with previous

research stated by (Awawdeh et al., 2026) which states that adding literacy to employees' skills affects their

performance, thereby influencing overall organizational performance.

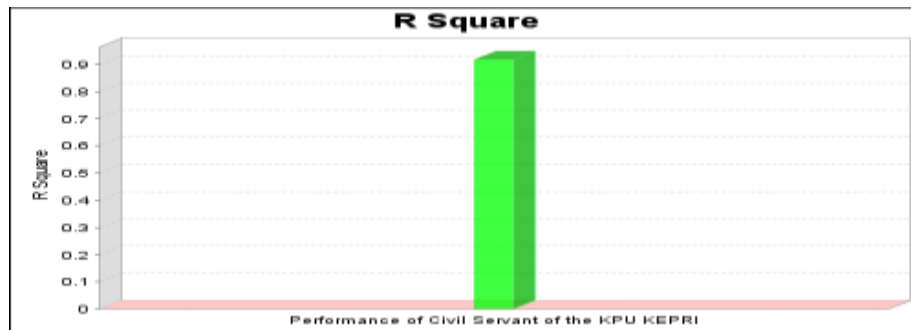


Figure 5. R-Square

The Performance of the Civil Servant of the KPU KEPRI has a very high R-Square value of around 0.93. This value shows that the variation in the performance of state civil servants in the Riau Islands KPU can be strongly explained by the independent variables used in the research model.

Referring to the R-Square assessment criteria by (Sugiyono, 2018), Values above 0.67 are considered strong, so this result indicates that the constructed structural model has excellent explanatory power. In other words, leadership, work environment, organizational commitment, and job satisfaction simultaneously make a significant contribution to explaining the performance of state civil servants at the Riau Islands KPU.

DISCUSSION

Performance Theory emphasizes that the performance of state civil servants is not only determined by technical capabilities, but also by managerial processes, organizational behavior, and the psychological condition of employees in carrying out public service duties (Gouthami

et al., 2026).

Leadership has a positive and significant effect on the performance of the civil servants of the Riau Islands KPU. These findings are in line with Performance Theory, which places leadership as a key factor in directing work behavior, clarifying goals, and creating an effective work system (Hosseini Tabaghdehi et al., 2026). Leaders who can influence, motivate, and build employee trust will drive higher engagement and greater job responsibility. Effective leadership contributes directly to improved performance through human resource management and the creation of a supportive work climate (Bahri & Se, 2018).

The work environment did not significantly influence performance. These results are relatively different from the assumptions in Performance Theory, which states that a conducive work environment will improve employee performance (Kyambade et al., 2026). This insignificance can indicate that, in the context of the Riau Islands KPU, the work environment has been

relatively standard or homogeneous, so that it is no longer a distinguishing factor in determining performance. In addition, employees are more likely to be influenced by psychological and managerial factors than by physical or non-physical aspects of the work environment.

Organizational Commitment has been shown to have a significant negative effect on performance. These findings show an interesting dynamic within the framework of Performance Theory. Theoretically, high organizational commitment can drive better performance (Santos et al., 2025). However, negative influences can indicate a normative or obligation-oriented commitment rather than an affective commitment. In these conditions, employees remain persistent and loyal to the organization, but an improvement in the quality or intensity of performance does not always accompany it.

Job Satisfaction has a very strong, positive, and significant influence on the performance of the state civil apparatus. These results are most consistent with Performance Theory, which emphasizes the importance of motivation and work attitude in producing optimal performance (Ro et al., 2025). Employees who feel satisfied with their work tend to have high motivation, good work focus, and a positive attitude in carrying out their duties (Mandaleeka et al., 2025). The strong influence of job satisfaction indicates that employees' psychological factors are the main

determinants of public service performance at the KPU RIAU Islands.

CONCLUSSION

Leadership factors, organizational commitment, and job satisfaction significantly influence the performance of state civil servants in the Riau Islands KPU. Leadership has been proven to have a positive, significant influence, indicating that leaders' ability to direct, motivate, and build employee trust plays an important role in improving performance. Job satisfaction is the most dominant factor, with a very strong and positive influence, indicating that the fulfillment of employees' expectations for work, employment relationships, and awards received increases the enthusiasm and quality of performance of the apparatus.

Meanwhile, the work environment variable does not show a significant influence on the performance of state civil servants at the Riau Islands KPU. These findings indicate that relatively stable and uniform working environment conditions are not the main differentiating factor in performance achievement. On the other hand, organizational commitment shows a significant negative influence, suggesting that it has not fully encouraged performance improvement. Overall, the results of this study confirm that efforts to improve the performance of ASN should focus on strengthening leadership quality and increasing job

satisfaction, as well as on managing
organizational commitments more

constructively.

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