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## **Enhancing Employee Performance Through Leadership Styles and Supportive Work Environment**

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### **ABSTRACT**

This study investigates how leadership patterns and workplace conditions affect staff performance at the Surabaya City Statistics Agency. The researchers chose a qualitative approach with a case study design, combining in-depth interviews, direct observation, and review of official agency documents. Field findings reveal that managers at the Surabaya City Statistics Agency employ two main approaches: transactional and transformational leadership. The transactional method tends to emphasise target achievement and efficiency, often resulting in pressure that disrupts employee well-being. In contrast, transformational leadership motivates and empowers staff, with the impact evident in improved performance in the long term. In terms of physical facilities, the office is adequately equipped, but cramped workspaces and a lack of collaborative areas remain challenges. Nevertheless, close interpersonal relationships and an organisational culture that prioritises data accuracy help boost productivity. The interaction between the two leadership styles and working conditions shows that they influence each other, so their contribution to employee performance cannot be separated. Based on these findings, the study recommends that the leadership of the Surabaya City BPS prioritise transformational leadership and improve the work environment to achieve higher work effectiveness.

*Leadership Style, Work Environment, Employee Performance, BPS Surabaya, Human Resource Management*

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## **INTRODUCTION**

The manner in which leaders interact with their teams, along with the overall atmosphere of the workplace, plays a crucial role in shaping how effectively employees carry out their duties. This dynamic is especially pronounced in public sector institutions, such as the Central Statistical Agency (BPS) in Surabaya, where the mission-driven nature of the organization places a premium on collaboration and clear guidance. Transformational leadership is often associated with clearer goals and a stronger commitment to employee growth, and research repeatedly ties those characteristics to higher performance

through increased job satisfaction and motivation (Holbert et al., 2021) (Apriyati et al., 2022). Yet, a supportive workspace where colleagues get along and the right tools are readily available serves as the single biggest boost to that performance, reinforcing the benefits of those leadership qualities (Apriyati et al., 2022). In contrast, when leaders adopt an authoritarian stance, they often smother creativity and sap motivation, which in turn lowers overall productivity (Tamimi & Sopiah, 2022). Findings consistently underline that a healthy organizational climate paired with sound leadership is essential if firms hope to reach their objectives (Purnomo et al., 2020). Furthermore, work motivation itself acts as a moderating factor, amplifying the beneficial influence of both leadership style and environmental conditions on individual performance (Dewanti et al., 2022). For these reasons, organizations are urged to cultivate inspirational leadership while simultaneously fostering a nurturing workplace if they wish to get the most from their people (Apriyati et al., 2022). (Holbert et al., 2021) emphasize that effective performance management in the public sector hinges not only on established metrics, but also on the quality of leadership and the climate that leaders cultivate. In a similar vein, (Purnomo et al., 2020) argue that when strategic leaders prioritize a supportive workplace culture, employees are both more engaged and more willing to meet organizational goals. Collectively, these studies suggest that the soft elements of management trust, communication, and encouragement are as critical to success as any formal evaluation tool.

At the Central Bureau of Statistics in Surabaya, employee performance is closely tied to the prevailing leadership style and the characteristics of the workplace environment. Both elements serve as foundational pillars that either nurture or hinder a productive and engaged organisational climate. Numerous studies demonstrate that the physical and psychological aspects of a workplace strongly affect how well employees perform. Research conducted at PT Y in Surabaya, for example, found that a supportive work environment had a notable direct impact on employee performance, an effect that was even larger than the benefits gained through heightened employee engagement (Anggraini et al., 2021). Likewise, in a separate investigation focused on administrative staff across various offices in Surabaya, both a positive work setting and opportunities for career development were linked to marked improvements in job performance, further highlighting the crucial role the workplace plays in overall productivity (Wulani & Nagel, 2023). Leadership, too, cannot be overlooked; the study by Uktutias and colleagues revealed that servant leadership an approach grounded in prioritizing the needs of employees significantly boosted job satisfaction and organizational commitment in

regional healthcare facilities (Uktutias et al., 2022). When leaders adopt this service-oriented mindset, they foster both goodwill and loyalty, two sentiments that are vital for any organization aiming for sustained success (Uktutias et al., 2022). Additional research identified work motivation, organizational culture, and emotional intelligence as critical factors influencing performance and commitment, factors that are further amplified under a servant leadership framework among public health center personnel in Surabaya (KOESMONO, 2022). Together, these findings suggest that BPS Kota Surabaya might achieve higher employee efficiency and professionalism by embedding servant leadership principles and refining its work environment, corrections that would, in turn, enhance the quality of data collection and processing activities.

The effectiveness of staff at BPS Kota Surabaya is closely tied to the prevailing leadership style and the conditions in which staff work, a conclusion supported by research from similar organisations in the Surabaya area. Numerous investigations report that the physical and social aspects of the workplace exert a direct and often immediate benefit on how well employees perform. For example, (Anggraini et al., 2021) discovered that at PT Y, the workplace settings affected output more substantially than through the indirect channel of employee engagement. In another evaluation focused on administrative personnel across several Surabaya offices, (Wulani & Nagel, 2023) confirmed that a supportive work environment along with structured career-development opportunities both contributed positively to job performance. A related study of employees at the Region III Airport Authority further illustrated this point, showing that enhancements in the workplace climate boosted Organisational Citizenship Behaviour (OCB), which in turn translated to higher overall performance (Martanti, 2023). Similarly, (Sofa & Astuti, 2023) reported at the Surabaya immigration detention centre that quality of work life, open lines of communication, and adherence to work discipline collectively mould staff effectiveness in significant ways. Research conducted at Pos Indonesia in Surabaya revealed that, although the physical and social aspects of the workplace seemed to boost employee performance, the relationship was statistically weak. This observation implies that additional elements especially the consistency and dedication with which staff members approach their tasks may ultimately exert a stronger influence on how well work gets done (Manasikana & Adiwati, 2022). Taken together, such findings indicate that any effort to lift performance at BPS Kota Surabaya should address both the immediate surroundings of the worker and the quality of direction provided by supervisors. When these two factors are fine-tuned, the

organization is more likely to generate accurate, reliable statistical outputs that, in turn, inform development planning and help shape sound public policies.

This study emerged from an increasingly urgent need, as the Surabaya Central Statistics Agency (BPS) is not only an important partner for the government but also a source of hope for the community, which expects accurate and relevant data. In recent years, BPS Surabaya has faced a series of issues that have affected both the quality of the data presented and the speed of its distribution, ultimately impacting the accuracy of public policy direction. Against this backdrop, this study has the potential to provide practical recommendations for BPS leaders, enabling them to formulate more accessible strategies and foster a more empowering leadership culture, while also creating a more productive work environment. Additionally, this research is expected to provide a deeper understanding of human resource management within the Surabaya BPS, enabling the institution to adapt quickly to the various dynamics emerging within the organisation.

The focus of this study stems from the scarcity of comprehensive research examining the influence of leadership style and work atmosphere at the Surabaya City Statistics Agency. As a public institution, the Surabaya Statistics Agency has characteristics and organisational dynamics that are not entirely in line with models commonly found in other government agencies, so it is understandable that existing findings have been less than conclusive. Most previous studies have primarily examined the effects of each variable separately leadership and work environment without considering how these two elements interact and shape dynamics on the ground. As a result, literature explicitly exploring this interaction, particularly in the public sector and specifically within the BPS context, remains highly limited. Most available studies are centred on private companies, which inherently operate in different contexts, both in terms of objectives, mechanisms, and decision-making processes. By filling this gap, this research aims to expand understanding and offer practical recommendations that can be used to improve employee performance at the Surabaya BPS through a deeper understanding of the collaboration between leadership styles and a healthy work environment.

The segmentation of this research update lies in the selection of qualitative methods through case study analysis aimed at exploring the specific context at the Surabaya City Statistics Agency (BPS). Most previous studies have relied on quantitative approaches, detailing and measuring variables separately without providing integrated explanations; meanwhile, this study seeks to explore the dynamics between two main factors leadership style and work atmosphere and their impact on staff performance at the BPS. In this way, the case study

methodology is expected to provide a more comprehensive picture of the various challenges faced by this government agency. Ultimately, the urgency of this research lies not only in identifying problems but also in its contribution to more effective human resource management strategies in similar public institutions.

To comprehend the interplay among leadership approach, workplace atmosphere, and employee outcomes in BPS Kota Surabaya, one can turn to several established theoretical frameworks cited in the accompanying research. Central to this discussion are the transformational and transactional leadership models, which offer valuable insight into the ways that different styles of governance influence staff motivation and overall effectiveness. Research consistently demonstrates that transformational leadership boosts employee performance, often through the intermediary of job satisfaction. A recent investigation of police civil service units in Kampar Regency illustrated this relationship clearly (Zulher et al., 2024). Yet, the same leadership approach can yield different results in varying organizational settings. For example, in the context of PT Bank Central Asia, a heavily procedural and bureaucratic environment muted any detectable impact of leadership style on overall performance (Sugiharjo et al., 2022). Environmental factors are therefore far from trivial; several authors have reported a robust positive correlation between a supportive work atmosphere and employee output (Shobirin & Siharis, 2022) (Sugiharjo et al., 2022), while Zulher et al. found that this link disappeared once job satisfaction was factored in (Zulher et al., 2024). Organizational culture and employee motivation also interact closely with leadership. At PMA PT. Hilon Surabaya, investigators determined that leadership style remains the strongest predictive variable for performance within the production division (Mochklas, 2022). Taken together, these findings underscore the intricate web formed by leadership, environment, and individual performance. They point to the necessity of tailoring intervention strategies to the unique circumstances of each workplace an insight that is especially relevant for enhancing productivity in public-sector agencies such as BPS Kota Surabaya.

This study offers a number of direct benefits for leaders of the Surabaya City Statistics Agency when formulating policies to encourage improved employee performance, both through updates in leadership approaches and improvements in working conditions. Theoretically, the findings of this study are expected to contribute to the body of literature on human resource management, particularly in the public sector, by providing new insights into how the two elements leadership style and work environment interact and impact employee productivity. The researchers acknowledge that this study has

limitations, as it only encompasses employees of the Surabaya City Central Statistics Agency and is restricted to two primary variables, meaning that several external factors that may contribute to performance were not examined in this project.

## **RESEARCH METHOD**

This study uses a qualitative approach through a single case design to understand in detail what is happening at the Surabaya City Statistics Agency. The emphasis on qualitative methods is intended to enable researchers to penetrate the internal layers of the organisation that are difficult to access through statistical figures alone. A case study was chosen as the design because the Surabaya BPS has its own unique characteristics including leadership style, work culture, and managerial challenges that warrant treatment as a distinct phenomenon. Through this approach, researchers have the opportunity to hear individual experiences through open ended interviews, observe work processes firsthand, and examine official documents, resulting in a richer understanding of how each element interacts to influence employee performance. In other words, the combination of these methods is highly relevant for uncovering hidden dynamics and seeing how leadership and the work environment mutually shape daily life at the BPS.

This research design selected the Surabaya City Central Statistics Agency (BPS) as the research location because this institution plays an important role in providing statistical data that supports the implementation of public policies and decisions. BPS is not only a producer of figures but also a government partner that must rely on accurate, complete, and timely data. Therefore, the organisational atmosphere and leadership direction at the BPS Surabaya are believed to directly impact the work outcomes of its employees. The Surabaya case allows researchers to observe, in detail, the interaction between how leaders motivate their subordinates and the existing work climate, and then trace the consequences of this on employee productivity. With this approach, the research aims to investigate the factors that drive success or create obstacles in task execution, as well as map the interdependent relationships between leadership, work environment, and the achievement of organisational goals.

Data collection in this study relies on three main approaches: in-depth interviews, field observations, and analysis of internal documents. First, in-depth interviews will be conducted with leaders and employees of the Surabaya City Statistics Agency selected through purposive sampling. The purpose of these interviews is to explore the views, experiences, and understanding of each informant regarding the influence of leadership style

and work atmosphere on their daily performance. Second, the researcher will also conduct direct observations at the location to capture the social dynamics that occur, including patterns of interaction between employees and the physical and psychological conditions of the workplace. Third, analysis of internal BPS documents, such as policies, operational procedures, and performance reports, will provide additional context and evidence to support the results of the interviews and observations. To process the collected data, thematic analysis will be applied. Data from these three sources will then be grouped into themes related to leadership style, work environment, and employee performance, enabling researchers to systematically identify emerging patterns. This analysis is conducted inductively, meaning that researchers begin by observing concrete data and then attempt to find patterns and connections that are not immediately apparent. This approach allows for a deeper understanding of how various factors interact and, in turn, influence employee performance at the Surabaya City Central Statistics Agency. In this way, the research results are expected to reflect the complexity of the situation in the field and provide useful insights for managerial decision-making.

## RESULT AND DISCUSSION

The Surabaya City Central Statistics Agency plays a central role in producing accurate and timely statistical data for both local government and the general public, in order to support evidence-based decision-making. The Surabaya City BPS is structured into several units, each responsible for specific tasks, ranging from primary data collection to advanced processing and the presentation of statistical results. Staff members are distributed across different departments, including data processing teams, quality analysts, and report writers, all contributing to the final products relied upon for development programmes. While the agency prioritises data validity and process efficiency, staff often face challenges such as high workloads and the need to maintain quality at every stage. The work environment at the Surabaya City BPS is formal, structured, and data-driven, so while productivity is maintained, opportunities for personal development and flexibility can sometimes feel limited.

Based on interviews and direct observations, leadership at the Surabaya City Statistics Agency (BPS) can be described as a combination of transactional and transformative approaches. The transactional element is very evident through strict monitoring of employee productivity, where rewards and sanctions are given directly based on the achievement of set targets. One employee said, *'We often receive clear instructions on what needs to be completed*

*within a certain deadline.'* However, this statement was balanced by the acknowledgement that additional motivation arises when superiors offer moral support when they are stuck in difficult situations. On the other hand, some leaders display transformational leadership characteristics, paying more attention to employee self-development and providing inspiration to contribute more broadly to the institution's goals. One informant noted, *"The new leadership is very concerned about our careers, even frequently recommending participation in training and workshops."* This diversity of styles, while not uniform, still has a direct impact on employee performance positive effects can emerge when a friendly and supportive approach is applied, but negative potential cannot be ignored when supervision feels excessive in certain units.

The working environment at the Surabaya City Statistics Agency is shaped by a combination of physical, social, and organisational cultural elements that interact with one another. In terms of physical facilities, the BPS has provided adequate facilities, but some workspaces are still cramped, limiting collaboration between employees. One employee said, *'My room is quite small, so it is sometimes difficult to communicate with colleagues because the desks are quite far apart.'* Despite these complaints, the layout of the space does not entirely hinder productivity, as employees can usually overcome these limitations by utilising online communication applications. In the social sphere, relationships between employees at the BPS can be described as harmonious; colleagues tend to help and support one another. A senior employee stated, *"Most employees here are very helpful, there is a strong sense of family, even though the workload is very high."* However, the pressure to meet statistical targets sometimes adds stress. Finally, from an organisational culture perspective, the Surabaya City BPS places a strong emphasis on data quality and accuracy. This culture does encourage employees to work efficiently and carefully, but if not balanced with good management, the pressure risks undermining employee well-being in the long term.

The relationship between leadership models and the work environment at the Surabaya City Statistics Agency has been proven to have a direct impact on staff performance. In many cases, transactional leadership still dominates, and this model generally emphasises the achievement of short-term targets. As a result, employees often feel rushed. *"The pressure to meet targets within tight deadlines is there every day, but our superiors are willing to give bonuses if we succeed,"* said one informant. In contrast, the transformational leadership approach adopted by some leaders has shown greater positive effects. By encouraging mutual respect and providing space for self-development, this model has been able to boost team morale. *"When leaders provide training*



*opportunities or simply acknowledge our efforts, we feel more motivated. The work environment also becomes more relaxed,"* added another informant. These findings suggest that while challenges persist, a leadership style that supports individual growth can foster a healthy work environment, ultimately leading to higher employee performance.

The results of the investigation into leadership approaches at BPS Kota Surabaya corroborate existing literature regarding the influence of transformational and transactional styles on worker performance. Numerous studies highlight the benefits of transformational leadership, a style that places a premium on empowering and developing employees. By nurturing trust and encouraging autonomy, transformational leaders tend to ignite higher levels of motivation and job satisfaction, which in turn boosts overall performance and facilitates smoother conflict resolution across different types of organizations (Indrawati & Soenarmi, 2023) (Efendi & Fiton, 2022). When workers believe their personal growth is valued and that they can contribute beyond minimum requirements, their allegiance to the organization deepens, often resulting in sustained commitment to shared goals (Mittal, 2023). In contrast, transactional leadership centres on well-defined targets and rewards that are directly tied to performance. This approach can drive quick wins and enhance procedural efficiency, yet its insistence on compliance with established routines often creates a high-pressure atmosphere, leaving employees feeling more stressed than satisfied (Mittal, 2023) (Indrawati & Soenarmi, 2023). While many organizations experience measurable gains when using transactional methods especially during tight deadlines or structured tasks the impact on performance generally wanes as the frequency of conflict rises, since the model lacks the warmth and flexibility needed for effective resolution (Indrawati & Soenarmi, 2023). Taken together, these findings advocate for a pragmatic blending of leadership styles. Leaders faced with a pressing deadline may need the clarity of transactional frameworks, yet without the long-view vision provided by transformational methods, employee engagement is unlikely to endure once the pressure lifts. Thus, organizations seeking lasting improvement may find that prioritizing transformational behaviours delivers more sustainable dividends for both individuals and performance outcomes. The ability of an organization to achieve its objectives consistently and sustainably has attracted considerable scholarly attention. Recent studies, such as those by (Lutfi & Saidah, 2023) (Efendi & Fiton, 2022), underscore that success is rarely the product of a single factor. Rather, it emerges from the interplay of leadership quality, employee engagement, clear strategic vision, and the capacity to adapt to changing market conditions. Both sets of authors argue that a holistic view one that

integrates cultural, operational, and performance metrics tends to yield the most accurate predictions of long-term viability. By documenting case studies across different sectors, they collectively offer a nuanced framework that practitioners can employ to assess where their own organizations stand on the success continuum.

Extensive research confirms that the characteristics of a workplace have a direct bearing on how well employees perform their tasks. At BPS Kota Surabaya, the physical amenities computers, lighting, and basic office supplies meet minimum standards, yet problems such as overcrowded desks and a shortage of dedicated areas for team discussions still limit ease of movement and concentration. That said, the supportive interpersonal ties among staff members and a shared commitment to data integrity help compensate for these spatial constraints. This observation aligns with organizational climate theory, which argues that an atmosphere encouraging teamwork and transparency leads to higher productivity, a conclusion echoed in the literature. Research conducted on PT Y in Surabaya demonstrates that both the physical work setting and employees' perceptions of organizational support exert a direct influence on performance. Notably, the quality of the work environment shows a stronger relationship with performance than when that relationship is mediated by employee engagement (Anggraini et al., 2021). A parallel investigation involving staff at the Surabaya Region III Airport Authority reveals that a positive work atmosphere fosters Organizational Citizenship Behavior (OCB), which subsequently enhances overall performance. Here too, the direct pathway from work environment to performance outstrips the indirect pathway via OCB (Martanti, 2023). Broader literature reviews confirm that both tangible and intangible components of the workplace such as lighting, noise, managerial communication, and peer support act together to shape employee outcomes, doing so both separately and in concert (Kusuma, 2021). Evidence from the Regional Planning and Development Agency in Karangasem Regency further supports the view that workplace conditions, alongside factors like stress and motivation, jointly drive employee effectiveness (Mustika, 2022). Collectively, these findings indicate that while physical limitations may persist, nurturing a supportive social and cultural climate can markedly uplift employee performance. This insight underscores the need to prioritize well-being and to manage workload levels so that high performance can be sustained over the long term (de Dieu Randrianasolo et al., 2022).

The analysis conducted on the interaction between leadership styles and the work environment at the Surabaya City Statistics Agency indicates that these two elements do not stand alone but are intertwined in influencing

employee performance. When leaders demonstrate a style that emphasises individual development and simultaneously builds a healthy work atmosphere, overall organisational performance often improves naturally. Therefore, it is crucial for BPS management to maintain a balance between achieving strict statistical targets and ensuring employee well-being. These findings have practical implications, suggesting that BPS leaders should adopt a more transformational approach while designing a work environment that facilitates collaboration and continuous development, so that the desired performance can be achieved optimally.

## **CONCLUSION**

Research conducted by the Surabaya Central Statistics Agency (BPS) shows that both leadership style and workplace conditions have a significant impact on employee performance. At BPS, leaders use a combination of transactional and transformational strategies. Transactional leadership style, which is more focused on achieving short-term targets, can indeed accelerate processes and increase productivity, but at the same time can create pressure that has a negative impact on individual well-being. Conversely, the transformational approach which emphasizes empowerment, career development, and internal motivation tends to produce positive, sustainable effects by enhancing employee morale, satisfaction, and engagement in the long term. In addition to leadership style, the physical and social conditions in the BPS Surabaya City environment also significantly influence staff performance. Although facilities such as computers and networks are adequate, limited workspace and a lack of collaboration areas often reduce comfort levels. Fortunately, harmonious social bonds and a work culture that values data accuracy help balance these physical shortcomings. Both factors leadership and environment are inseparable; supportive leadership fosters a more conducive work atmosphere, and a positive atmosphere, in turn, strengthens employee performance.

Based on the findings, leaders at the Surabaya City BPS are advised to adopt a more transformational leadership model. This approach should not only pursue short-term targets but also prioritise the career development, welfare, and motivation of all employees. Thus, leaders at the BPS need to strive to create a more supportive work environment through improvements in physical facilities, the provision of collaborative spaces, and the strengthening of social bonds among employees. These steps are expected to reduce accumulated stress in the workplace while increasing employee satisfaction levels. Furthermore, this study also recommends conducting further research to

investigate other factors that influence public sector employee performance, such as the impact of managerial policies, organisational communication culture, and the balance between professional duties and personal life. Additionally, future research should explore the extent to which external factors, such as changes in government regulations or broader social dynamics, influence employee productivity in public institutions like BPS.

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