

Content lists available at [Indonesia Academia Research Society](https://ejournals.indoacademia-society.com/index.php/ijbefs)

International Journal of Business, Economics & Financial Studies

Journal homepage: <https://ejournals.indoacademia-society.com/index.php/ijbefs>

Original Article



The Role of Employee Engagement, Leadership, and Work Discipline in Enhancing Employee Performance

Mas Agung Tribhatha Poernomo ^a, Joko Suyono ^{a,*}, Damarsari Ratnasahara Elisabeth ^b and Aldrin Arizona Suyono ^c

^a Master of Management, Faculty of Economics and Business, Universitas Narotama, 60117 Sukolilo, Surabaya, Indonesia; aamiralya@gmail.com (M.A.T.P.)

^b Sekolah Tinggi Ilmu Ekonomi Mahardhika, Gayungan, Surabaya, 60234 Jawa Timur, Indonesia; damarsari@stiemahardhika.ac.id (D.R.E.)

^c Sepuluh Nopember Institute of Technology, Sukolilo, Surabaya, 60111 Jawa Timur, Indonesia; aldrinphoo21@gmail.com (A.A.S.)

* Correspondence: joko.suyono@narotamma.ac.id (J.S.)

Article History

Received 5 March 2025

Revised 8 April 2025

Accepted 10 May 2025

Available Online 31 May 2025

Keywords:

Employee engagement

Leadership

Work discipline

Employee performance

Organizational performance

Abstract

Employee performance is a crucial determinant of organizational effectiveness, particularly in public service institutions, where service quality depends heavily on employees' productivity and commitment. However, many organizations still face challenges maintaining high employee performance due to factors such as low employee engagement, ineffective leadership, and weak work discipline. This study aims to analyze the influence of employee engagement, leadership, and work discipline on employee performance. The research employed a quantitative, descriptive-explanatory design. The study was conducted at the Licin Community Health Center (PUSKESMAS) Licin in Banyuwangi, Indonesia, and involved all 51 employees as respondents, using a total sampling technique. Data were collected through a structured questionnaire using a five-point Likert scale and analyzed using multiple linear regression in SPSS version 23. The results indicate that employee engagement, leadership, and work discipline each have a positive and significant effect on employee performance. Among the three variables, work discipline shows the strongest influence on employee performance, followed by leadership and employee engagement. These findings suggest that improving employee performance requires strengthening employee discipline, enhancing leadership effectiveness, and fostering greater employee engagement. Overall, the study highlights the importance of integrating organizational and behavioral factors to improve employee productivity and achieve sustainable organizational performance.



Copyright: © 2025 by the authors. Submitted for possible open-access publication under the terms and conditions of the Creative Commons Attribution (CC BY 4.0) license (<https://creativecommons.org/licenses/by/4.0/>).

1. Introduction

Employee performance has become one of the most critical determinants of organizational success in today's increasingly competitive and dynamic environment. Organizations rely heavily on human resources to achieve strategic goals, maintain productivity, and ensure sustainable development. As human capital is considered one of the most valuable organizational assets, employee performance directly affects organizational effectiveness and competitiveness (Li et al., 2025; Qalati et al., 2022).

Employee performance refers to the level of achievement demonstrated by employees in completing tasks and responsibilities in accordance with

organizational standards and expectations. High levels of employee performance contribute to organizational productivity, service quality, and long-term organizational sustainability, while poor employee performance may reduce efficiency and hinder organizational development (Iptian et al., 2020; Sudarno et al., 2023).

In many organizations, improving employee performance remains a major managerial challenge. Employees may face various internal and external obstacles that affect their productivity, such as a lack of motivation, ineffective leadership, insufficient engagement, and weak work discipline. These issues can lead to reduced employee commitment, low productivity, and decreased organizational performance. Organizations that fail to foster supportive leadership

and positive working environments often experience declining employee motivation and performance outcomes (Do Rêgo et al., 2017; Purnama et al., 2021). Consequently, identifying the key factors that influence employee performance is essential for organizations seeking to enhance productivity and maintain competitive advantages.

One of the key factors that has received significant attention in human resource management research is employee engagement. Employee engagement refers to the psychological attachment, emotional commitment, and active involvement of employees in their work and organization (Gruman & Saks, 2011). Engaged employees demonstrate higher levels of enthusiasm, dedication, and work engagement, ultimately improving their productivity and organizational performance. Studies indicate that highly engaged employees tend to invest greater effort and energy in their tasks and are more likely to contribute positively to organizational outcomes (Handoyo, 2017; Wicaksono & Rahmawati, 2019). Furthermore, employee engagement has been shown to significantly influence employee performance across various organizational contexts, including service industries and public sector organizations (Sucahyowati & Hendrawan, 2020; Astuti & Suwandi, 2022).

Recent research also emphasizes the role of organizational context in strengthening employee engagement and improving performance. Supportive leadership and a positive working environment can enhance employee engagement by encouraging active participation in organizational activities and greater commitment to their work (Li et al., 2025). Similarly, inclusive leadership practices can strengthen employee engagement by fostering trust, collaboration, and organizational commitment among employees (Ly, 2024). These findings suggest that employee engagement serves as a psychological mechanism through which organizational factors influence employee performance.

In addition to employee engagement, leadership is another important factor influencing employee performance. Leadership is the ability of individuals in managerial positions to guide, motivate, and influence employees to achieve organizational goals. Effective leadership plays a critical role in shaping employee attitudes, motivating employees, and creating a supportive work environment that enhances employee performance. Leaders who adopt participative and supportive leadership styles tend to improve employee motivation and encourage employees to perform more effectively (Amrani & Makruf Akbar, 2019; Basit et al., 2017).

Empirical studies consistently highlight the importance of leadership in improving employee performance. Bakara (2015) found that leadership style significantly influences employee performance in the hospitality industry, suggesting that effective leadership practices can enhance employee discipline, cooperation,

and productivity. Similarly, Delfi (2017) demonstrated that leadership has a significant impact on employee performance in public sector organizations. Leadership also influences employee performance indirectly through motivational mechanisms. For instance, Do Rêgo et al. (2017) reported that leadership positively affects employee motivation, thereby improving employee performance. In addition, transformational leadership has been shown to enhance employee performance by promoting organizational citizenship behavior, which encourages employees to contribute beyond their formal job responsibilities (Qalati et al., 2022).

Another key factor that affects employee performance is work discipline. Work discipline refers to employees' compliance with organizational rules, procedures, and behavioral standards. A disciplined workforce ensures that employees perform their duties responsibly, adhere to organizational regulations, and maintain productivity. Several studies indicate that work discipline plays a significant role in improving employee performance. Husain (2018) found that work discipline has a positive and significant effect on employee performance, while Iptian et al. (2020) reported that disciplined employees tend to demonstrate higher productivity and organizational commitment.

Other studies also emphasize the importance of work discipline in organizational performance. Kurban (2018) found that work discipline significantly contributes to employee performance, while Jeffrey and Soleman (2017) demonstrated that work discipline, achievement motivation, and career path development significantly influence employee performance in government institutions. Similarly, Irawan (2019) found that work discipline has a stronger influence on employee performance than work commitment, indicating that disciplined work behavior plays a dominant role in improving productivity.

Furthermore, work discipline often interacts with other organizational factors in influencing employee performance. Sudarno et al. (2023) found that work discipline significantly influences both job satisfaction and employee performance. Similarly, Salutondok and Soegoto (2015) demonstrated that leadership, motivation, working conditions, and work discipline simultaneously influence employee performance. Purnama et al. (2021) also reported that leadership style, motivation, and work discipline collectively influence employee performance, indicating that employee performance is shaped by multiple interacting factors rather than a single determinant.

Despite the extensive literature on employee performance, several research gaps remain. First, previous studies often examine employee engagement, leadership, or work discipline separately, without integrating these variables into a comprehensive analytical framework. As a result, the combined influence of these factors on employee performance remains insufficiently explored. Second, empirical findings on the

relative importance of these variables remain inconsistent across different organizational contexts. Some studies emphasize the dominant role of leadership, while others highlight employee engagement or work discipline as the primary determinants of employee performance (Amrani & Makruf Akbar, 2019; Husain, 2018; Wicaksono & Rahmawati, 2019). Third, many previous studies focus on specific industries or organizational settings, limiting the generalizability of their findings.

Another limitation of previous research is the lack of an integrated theoretical and empirical approach that combines psychological and behavioral perspectives to explain employee performance. While engagement research emphasizes psychological involvement, leadership studies focus on managerial influence, and discipline research highlights behavioral compliance, few studies integrate these perspectives into a unified framework explaining employee performance. Therefore, further research is needed to examine how employee engagement, leadership, and work discipline interact to influence employee performance.

Based on these research gaps, the present study aims to examine the influence of employee engagement, leadership, and work discipline on employee performance. Specifically, this study seeks to analyze the extent to which employee engagement contributes to improved employee performance, how leadership practices influence employee productivity, and how work discipline affects employees' ability to perform their tasks effectively. By integrating these three variables into a comprehensive analytical model, this study aims to provide a deeper understanding of the factors that influence employee performance.

The findings of this study are expected to contribute to both theoretical and practical perspectives. Theoretically, this research enriches the human resource management literature by integrating employee engagement, leadership, and work discipline into a unified framework explaining employee performance. Practically, the results of this study provide valuable insights for organizational leaders and human resource managers in designing effective strategies to enhance employee performance. By fostering employee engagement, strengthening leadership practices, and promoting work discipline, organizations can create a more productive workforce capable of achieving sustainable organizational success.

2. Literature Review

Employee performance is widely recognized as a critical factor in determining organizational effectiveness and sustainability. Organizations rely heavily on human resources to achieve their strategic objectives, making employee performance a key determinant of productivity and competitiveness. Employee performance refers to the level of accomplishment achieved by employees in

carrying out tasks and responsibilities in accordance with organizational standards and goals. High employee performance contributes to organizational productivity, service quality, and long-term competitiveness, while low employee performance may reduce organizational efficiency and hinder the achievement of strategic goals. Previous studies suggest that employee performance is influenced by various organizational and psychological factors such as employee engagement, leadership, motivation, work discipline, and organizational support (Iptian et al., 2020; Salutondok & Soegoto, 2015; Sudarno et al., 2023). Therefore, understanding the determinants of employee performance is essential for organizations seeking to improve workforce productivity and organizational performance outcomes.

Several previous studies have shown that employee performance is influenced by several factors, including employee engagement (Handoyo & Setiawan, 2017; Wicaksono & Rahmawati, 2019; Suchyowati & Hendrawan, 2020; Astuti & Suwandi, 2022; Aiyub et al., 2021), leadership (Do Rêgo et al., 2017; Salutondok & Soegoto, 2015; Basit et al., 2017; Delfi, 2017; Bakara & Sukiswo, 2015; Gede & Piartini, 2018; Amrani & Makruf Akbar, 2019), and work discipline (Iptian et al., 2020; Jeffrey & Soleman, 2017; Husain, 2018; Kurbani, 2018). These factors represent important organizational mechanisms that shape employee attitudes, behaviors, and productivity. Although these factors have been widely studied, inconsistencies in empirical findings remain, creating opportunities for further research.

Employee engagement has received increasing attention in organizational and human resource management studies. Employee engagement can be broadly defined as the emotional and cognitive involvement that employees have toward their work roles and organizational goals. Engaged employees demonstrate higher levels of vigor, dedication, and work absorption, ultimately contributing to improved organizational performance. Gruman and Saks (2011) argue that effective performance management systems should incorporate strategies that promote employee engagement because engaged employees tend to exhibit higher levels of job performance. Similarly, employee engagement has been identified as a key psychological mechanism through which organizational factors, such as leadership and the work environment, influence employee performance (Li et al., 2025).

Empirical evidence also supports the positive relationship between employee engagement and employee performance. Handoyo and Setiawan (2017) found that employee engagement significantly influences employee performance, suggesting that employees who feel psychologically connected to their work tend to perform better. Likewise, Wicaksono and Rahmawati (2019) demonstrated that the dimensions of engagement—vigor, dedication, and absorption significantly contribute to employee performance.

Sucahyowati and Hendrawan (2020) also reported that employee engagement has a significant positive effect on employee performance in the transportation sector. In addition, Astuti and Suwandi (2022) found that employee engagement can indirectly influence performance through job satisfaction, indicating that engagement strengthens employees' positive attitudes toward their work. Aiyub et al. (2021) further confirmed that employee engagement positively influences organizational commitment and employee performance. These findings suggest that employee engagement plays a crucial role in enhancing employee productivity and organizational effectiveness.

However, despite the strong theoretical and empirical support for the positive relationship between employee engagement and employee performance, some studies have reported inconsistent results. For example, Rahmadalena and Asmanita (2020) found that employee engagement does not significantly influence employee performance. These contradictory findings indicate that the relationship between employee engagement and performance may vary across organizational contexts, leadership practices, and other moderating factors. Therefore, further research is necessary to examine the role of employee engagement in influencing employee performance.

Leadership is another important factor that influences employee performance. Leadership is the ability of managers or supervisors to influence, guide, and motivate employees to achieve organizational goals. Effective leadership creates a supportive organizational environment that encourages employees to perform their duties effectively and contribute to organizational success. Leadership behavior influences employees' psychological states, motivation, and work attitudes, which ultimately affect employee performance (Inceoglu et al., 2017).

Several empirical studies have demonstrated the positive influence of leadership on employee performance. Do Rêgo et al. (2017) found that leadership significantly influences employee motivation and performance. Similarly, Basit et al. (2017) reported that democratic leadership styles positively influence employee performance, while autocratic leadership tends to negatively affect employee productivity. Bakara and Sukiswo (2015) also found that leadership style significantly affects employee performance in the hospitality sector.

Furthermore, Delfi (2017) demonstrated that leadership style significantly influences employee performance in public sector organizations. Likewise, Gede and Piartini (2018) reported that leadership positively affects employee performance, with work motivation acting as a moderating variable. Amrani and Makruf Akbar (2019) also confirmed that leadership has a direct positive effect on employee performance in government institutions.

Despite the extensive literature supporting the positive effect of leadership on employee performance, some studies have reported different findings. Sudarno et al. (2023) found that leadership style does not significantly influence employee job satisfaction, while Saputri and Andayani (2018) found that leadership does not significantly influence employee performance when analyzed individually. These findings suggest that leadership's influence on employee performance may depend on other organizational factors, such as motivation, discipline, and employee engagement. Therefore, further research is required to clarify the role of leadership in influencing employee performance.

Work discipline is another important factor affecting employee performance. Work discipline refers to employees' compliance with organizational rules, procedures, and work standards. Employees who demonstrate high levels of discipline tend to perform their duties responsibly, follow organizational regulations, and maintain consistent productivity. Work discipline plays an important role in ensuring organizational order, operational efficiency, and employee accountability.

Several studies have found that work discipline significantly influences employee performance. Iptian et al. (2020) reported that work discipline positively influences employee performance. Similarly, Jeffrey and Soleman (2017) found that work discipline significantly affects employee performance in government institutions. Husain (2018) also demonstrated that work discipline has a positive and significant effect on employee performance. Likewise, Kurhani (2018) found that disciplined employees tend to achieve higher levels of productivity and organizational performance.

However, not all studies support the positive relationship between work discipline and employee performance. Irawan et al. (2021) found that work discipline does not significantly influence employee performance, suggesting that other organizational factors may play a more dominant role in determining employee productivity. These inconsistent findings highlight the need for further research to examine the role of work discipline in improving employee performance.

Given these research gaps, further investigation is necessary to examine the relationships among employee engagement, leadership, work discipline, and employee performance. Previous studies often examine these variables separately, while limited research integrates them into a comprehensive analytical framework. Therefore, this study aims to analyze the influence of employee engagement, leadership, and work discipline on employee performance.

2.1. Hypotheses Development

Employee engagement reflects the psychological attachment and active involvement of employees in their

work roles and organizational objectives. Engaged employees demonstrate higher levels of vigor, dedication, and work absorption, which contribute to improved performance (Gruman & Saks, 2011; Li et al., 2025). Several previous studies have shown that employee engagement positively influences employee performance (Handoyo & Setiawan, 2017; Wicaksono & Rahmawati, 2019; Sucahyowati & Hendrawan, 2020; Astuti & Suwandi, 2022; Aiyub et al., 2021). Therefore, the following hypothesis can be formulated:

H1: Employee engagement influences employee performance.

Leadership is widely recognized as a key factor that influences employee behavior and performance. Effective leadership can motivate employees, create supportive work environments, and enhance employee commitment to organizational goals (Do Rêgo et al., 2017; Basit et al., 2017). Several studies have shown that leadership significantly influences employee performance (Bakara & Sukiswo, 2015; Delfi, 2017; Gede & Piartini, 2018; Amrani & Makruf Akbar, 2019). Therefore, the following hypothesis can be formulated:

H2: Leadership influences employee performance.

Work discipline refers to employees' adherence to organizational rules and procedures, which helps maintain consistent work behavior and productivity. Studies have shown that work discipline significantly influences employee performance (Iptian et al., 2020; Jeffrey & Soleman, 2017; Husain, 2018; Kurbani, 2018). Therefore, the following hypothesis can be formulated:

H3: Work discipline influences employee performance.

Previous studies indicate that employee performance is influenced by multiple organizational factors simultaneously, including employee engagement, leadership, and work discipline (Salutondok & Soegoto, 2015; Purnama et al., 2021). Therefore, the following hypothesis can be formulated:

H4: Employee engagement, leadership, and work discipline simultaneously influence employee performance.

2.2. Research Framework

A research framework can be developed to illustrate the relationships among employee engagement, leadership, work discipline, and employee performance.

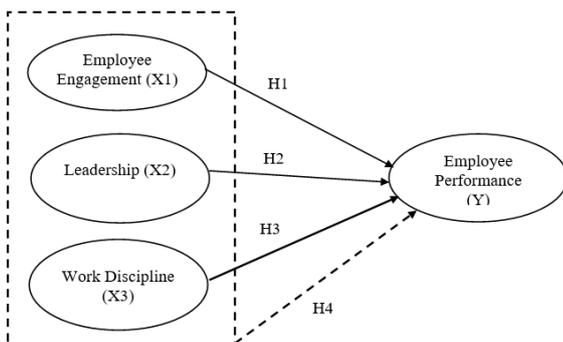


Figure 1. Research Framework.

3. Materials and Methods

3.1. Research Design

This study adopted a quantitative research design with a descriptive-explanatory approach to examine the influence of employee engagement, leadership, and work discipline on employee performance. A quantitative design was selected because it enables the objective measurement of relationships among variables and allows hypotheses to be tested through statistical procedures (Creswell & Creswell, 2018). The descriptive component described the characteristics of the variables under investigation, while the explanatory component identified causal relationships between the independent variables and employee performance.

3.2. Research Location

The study was conducted at the Licin Community Health Center (Puskesmas Licin) in Banyuwangi, Indonesia. As a public healthcare institution, the organization provides primary healthcare services to the local community and involves a multidisciplinary workforce. Data collection was carried out during the 2024 research period.

3.3. Participants and Sampling

The study population consisted of all employees at the Licin Community Health Center, totaling 51 individuals. Because the total population was relatively small (fewer than 100 individuals), a total sampling technique (census sampling) was applied. In this approach, all members of the population were included as research respondents. Total sampling ensures full population representation and minimizes the risk of sampling bias (Sugiyono, 2019). Consequently, the final sample comprised 51 employees representing various professional roles within the organization.

3.4. Research Instrument

Data were collected using a structured questionnaire designed to measure the study variables: employee engagement, leadership, work discipline, and employee performance. The measurement items were adapted from established scales commonly used in the human resource management and organizational behavior literature. The questionnaire comprised multiple indicators for each construct.

All items were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Likert-scale instruments are widely used in social science research because they allow researchers to systematically and quantitatively capture respondents' attitudes and perceptions (Likert, 1932). The questionnaire was distributed directly to respondents to ensure accurate and complete data collection.

3.5. Validity and Reliability Testing

Prior to the main data analysis, the measurement instrument was evaluated for validity and reliability to ensure the accuracy and consistency of the collected data. Construct validity was assessed using item–total correlation analysis, which evaluates the correlation between each item and the total score of the corresponding construct. Items with correlation coefficients exceeding the minimum acceptable threshold were considered valid.

Reliability was assessed using Cronbach's alpha coefficient to determine the internal consistency of the measurement scales. A Cronbach's alpha value greater than 0.70 indicates acceptable reliability and suggests that the instrument consistently measures the constructs under investigation (Hair et al., 2019). Only items that met both validity and reliability criteria were retained for further analysis.

3.6. Data Analysis

The data collected in this study were analyzed using multiple linear regression analysis to examine the effect of employee engagement, leadership, and work discipline on employee performance. Multiple regression analysis enables the simultaneous evaluation of several independent variables and their individual contributions to the dependent variable (Field, 2018).

The regression model used in this study is expressed as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

Where:

Y represents employee performance,
 X_1 represents employee engagement,
 X_2 represents leadership,
 X_3 represents work discipline,
 β_0 is the constant term,
 $\beta_1, \beta_2, \beta_3$ are regression coefficients, and
 ε is the error term.

Statistical analyses were conducted using the Statistical Package for the Social Sciences (SPSS- 23). The analysis included descriptive statistics, regression coefficient estimation, and hypothesis testing to evaluate both partial and simultaneous effects of the independent variables on employee performance. Statistical significance was evaluated at the 5% significance level ($\alpha = 0.05$).

3.7. Ethical Considerations

Ethical principles were carefully observed throughout the research process. Participation in this study was voluntary, and respondents were informed of the research's purpose before completing the questionnaire. Informed consent was obtained from all participants before data collection began. Respondent anonymity and

confidentiality were strictly maintained, and the collected data were used exclusively for academic research purposes. As the study did not involve clinical interventions or sensitive personal information, ethical procedures followed institutional guidelines applicable to social science research within public sector organizations.

4. Results

Table 1 presents the results of the multiple linear regression analysis examining the influence of employee engagement, leadership, and work discipline on employee performance. The regression analysis was conducted to determine both the magnitude and statistical significance of the relationship between the independent variables and employee performance. The table reports the standardized beta coefficients, standard errors, t-values, and significance levels (p-values) for each predictor variable.

Table 1. Result of Hypothesis Testing

Variable(s)	Beta Coefficient	Std. Error	t-value	Sig.
Employee Engagement	0.185	0.081	2.294	0.026
Leadership	0.39	0.067	5.841	0.000
Work Discipline	0.505	0.086	5.892	0.000
F-statistics	91.623		Sig. F-stat	0.000

Dependent variable: Employee Performance

The regression results in Table 1 indicate that all three independent variables, employee engagement, leadership, and work discipline, have positive regression coefficients, suggesting that improvements in these factors are associated with increases in employee performance. The statistical significance of these relationships was assessed at the 5 percent significance level ($\alpha = 0.05$). The results show that employee engagement has a beta coefficient of 0.185, a t-value of 2.294, and a p-value of 0.026. Since the p-value is lower than 0.05, employee engagement has a statistically significant effect on employee performance.

This finding suggests that higher levels of employee engagement contribute to improved employee performance within the organization. Employee engagement reflects the extent to which employees are emotionally and cognitively involved in their work roles. Employees who are enthusiastic, dedicated, and actively involved in their tasks tend to invest more energy and commitment in performing their responsibilities effectively, which ultimately improves their productivity and performance outcomes. Although the effect of employee engagement is statistically significant, its magnitude is relatively smaller compared with the other variables included in the regression model.

Leadership also demonstrates a positive and significant effect on employee performance. The regression results show that leadership has a beta coefficient of 0.390, a t-value of 5.841, and a significance level of 0.000, indicating that leadership significantly influences employee performance. The positive regression coefficient suggests that improvements in leadership practices are associated with higher levels of employee performance. Effective leadership plays an important role in providing direction, motivation, and support to employees, enabling them to perform their tasks more efficiently. Leaders who adopt supportive, participative leadership approaches can encourage employees to improve their performance and contribute to achieving organizational goals. Compared with employee engagement, leadership shows a stronger influence on employee performance, highlighting the importance of managerial competence and leadership style in shaping employee behavior and work productivity.

Among the independent variables examined in this study, work discipline shows the strongest influence on employee performance. The regression analysis indicates that work discipline has a beta coefficient of 0.505, a t-value of 5.892, and a significance level of 0.000, confirming that it has a positive, statistically significant effect on employee performance. The positive coefficient indicates that employees who demonstrate higher levels of discipline tend to achieve better performance outcomes. Work discipline refers to employees' compliance with organizational rules, policies, and work standards. Employees who maintain strong discipline are more likely to complete tasks on time, adhere to organizational procedures, and maintain consistent productivity. The relatively large beta coefficient for work discipline suggests that it is the most influential factor among the variables analyzed in this study.

A comparison of the standardized beta coefficients reveals that work discipline ($\beta = 0.505$) has the strongest influence on employee performance, followed by leadership ($\beta = 0.390$), and employee engagement ($\beta = 0.185$). These findings indicate that although all three variables significantly contribute to employee performance, work discipline plays the most dominant role in influencing performance outcomes. The dominance of work discipline may reflect the importance of compliance with organizational rules and operational procedures within the studied institution. In organizational settings where service delivery and operational effectiveness are essential, disciplined employee behavior can significantly enhance productivity and consistency in performance. Leadership also plays a critical role in shaping employee performance by fostering a supportive organizational environment that motivates and commits employees. Meanwhile, employee engagement contributes to improved performance by strengthening employees' emotional

connection to their work and increasing their willingness to contribute actively to organizational goals.

Overall, the regression results demonstrate that employee engagement, leadership, and work discipline significantly influence employee performance. Each variable contributes positively to performance outcomes, although their relative influence differs. Work discipline emerges as the most dominant predictor of employee performance, followed by leadership and employee engagement. These findings suggest that organizations seeking to enhance employee performance should focus on strengthening employee discipline, improving leadership effectiveness, and fostering greater employee engagement. By addressing these factors simultaneously, organizations can create a work environment that supports increased productivity, stronger employee commitment, and improved overall organizational performance.

5. Discussion

The findings of this study demonstrate that employee engagement, leadership, and work discipline significantly influence employee performance. These results confirm that organizational and behavioral factors play an important role in shaping employees' work attitudes and productivity. The regression analysis shows that employee engagement, leadership, and work discipline have positive, statistically significant effects on employee performance, though their influence varies. Among the three variables, work discipline shows the strongest influence on employee performance, followed by leadership and employee engagement. These findings highlight the importance of integrating psychological and organizational factors to improve employee performance within public service institutions.

The results of this study indicate that employee engagement has a positive and significant effect on employee performance. This finding supports the argument that employees who feel emotionally and cognitively connected to their work tend to demonstrate higher levels of dedication, enthusiasm, and productivity. Employee engagement encourages employees to invest more energy and commitment in their work, ultimately contributing to improved performance outcomes. These findings are consistent with previous studies that emphasize the important role of employee engagement in improving employee performance. For example, Handoyo (2017) found that employee engagement significantly influences employee performance because engaged employees are more likely to demonstrate higher motivation and commitment to their work. Similarly, Wicaksono and Rahmawati (2019) reported that the engagement dimensions of vigor, dedication, and absorption significantly contribute to employee performance. Sucahyowati and Hendrawan (2020) also found that employee engagement positively affects employee performance in the transportation industry,

while Astuti and Suwandi (2022) demonstrated that employee engagement improves employee performance through job satisfaction as a mediating factor. In addition, Aiyub et al. (2021) found that employee engagement significantly affects organizational commitment and employee performance.

From a theoretical perspective, the findings of this study are consistent with the engagement theory proposed by Gruman and Saks (2011), which suggests that engaged employees tend to exhibit higher job performance because they are more psychologically involved in their work. When employees feel valued and involved in organizational activities, they are more motivated to perform their duties effectively. Furthermore, recent research suggests that engagement also serves as a psychological mechanism through which organizational factors, such as leadership and the work environment, influence employee performance (Li et al., 2025; Ly, 2024). Therefore, organizations seeking to enhance employee performance should create a work environment that encourages employee involvement, participation, and commitment.

The findings of this study also show that leadership has a positive and significant effect on employee performance. Leadership plays a crucial role in guiding, motivating, and supporting employees in achieving organizational goals. Effective leadership practices can improve employee motivation, foster positive work relationships, and create an environment that encourages employees to perform at their best. This result is consistent with several previous studies that highlight the importance of leadership in influencing employee performance. For example, Do Rêgo et al. (2017) found that leadership significantly influences employee motivation and performance in government institutions.

Similarly, Basit et al. (2017) reported that democratic leadership styles positively influence employee performance, whereas autocratic leadership tends to negatively affect employee productivity. Bakara (2015) also found that leadership style significantly influences employee performance in the hospitality industry, while Delfi (2017) demonstrated that leadership has a significant impact on employee performance in public sector organizations.

Other studies also confirm the important role of leadership in shaping employee behavior and productivity. Gede and Piartini (2018) found that leadership positively influences employee performance, with work motivation acting as a moderating factor. Amrani and Makruf Akbar (2019) also reported that leadership significantly affects employee performance in public institutions. Furthermore, research by Qalati et al. (2022) highlights the role of transformational leadership in enhancing employee performance through organizational citizenship behavior, which encourages employees to contribute beyond their formal job responsibilities. These findings indicate that leadership

not only directly influences employee performance but also indirectly shapes employees' motivation, attitudes, and work behaviors.

Among the three variables examined in this study, work discipline shows the strongest influence on employee performance. The findings indicate that employees who demonstrate strong discipline tend to perform their tasks more effectively and maintain higher levels of productivity. Work discipline reflects employees' adherence to organizational rules, procedures, and performance standards, which ensures consistency and accountability in work behavior. These results are consistent with several previous studies that emphasize the importance of discipline in improving employee performance. Husain (2018) found that work discipline significantly influences employee performance, while Iptian et al. (2020) reported that disciplined employees tend to demonstrate higher levels of productivity and organizational commitment.

Other empirical studies also support the positive relationship between work discipline and employee performance. Jeffrey and Soleman (2017) found that work discipline significantly influences employee performance in government institutions, while Kurban (2018) demonstrated that disciplined employees tend to achieve higher productivity levels. Similarly, Purnama et al. (2021) reported that leadership style, motivation, and work discipline simultaneously influence employee performance, suggesting that work discipline plays a crucial role in supporting organizational productivity. Sudarno et al. (2023) also found that work discipline positively influences employee performance and job satisfaction, indicating that disciplined employees tend to experience higher job satisfaction and improved work outcomes.

The dominance of work discipline in shaping employee performance may reflect the importance of compliance with organizational procedures and service standards in public sector institutions, such as healthcare organizations. In such organizations, disciplined work behavior ensures that employees follow established operational procedures, maintain service quality, and complete tasks efficiently. Employees who consistently adhere to work standards are more likely to deliver reliable and effective services, which ultimately improves overall organizational performance.

Overall, this study's findings highlight the importance of integrating employee engagement, leadership, and work discipline to improve employee performance. Employee engagement strengthens employees' psychological attachment to their work; leadership provides direction and motivation; and work discipline ensures consistent, responsible work behavior. When these factors are effectively managed, organizations can create a supportive work environment that enhances employee productivity and organizational performance.

From a practical perspective, the results of this study suggest that organizational leaders should focus on

strengthening employee discipline, improving leadership practices, and fostering employee engagement. Organizations can enhance employee engagement by creating a supportive work environment that encourages participation, recognition, and professional development. Leadership effectiveness can be improved through leadership training programs that emphasize communication, motivation, and participative decision-making. In addition, organizations should establish clear rules, procedures, and performance standards to promote strong work discipline among employees.

In conclusion, this study's findings confirm that employee engagement, leadership, and work discipline are important determinants of employee performance. These factors interact to shape employees' attitudes, behaviors, and productivity within organizations. By strengthening these organizational factors, institutions can improve employee performance and achieve higher levels of organizational effectiveness and service quality.

6. Conclusions

This study aimed to examine the influence of employee engagement, leadership, and work discipline on employee performance. Based on the research objectives and hypotheses formulated in this study, the empirical findings provide several important conclusions. First, the results indicate that employee engagement has a positive and statistically significant effect on employee performance. This finding confirms that employees who are emotionally and cognitively involved in their work tend to demonstrate higher levels of productivity and commitment. Therefore, the first hypothesis, which states that employee engagement influences employee performance, is supported. The results highlight the importance of fostering employee involvement, enthusiasm, and dedication to improve organizational performance.

Second, the findings reveal that leadership has a positive and significant effect on employee performance. Effective leadership practices, including providing clear direction, motivation, and support to employees, contribute to improved work outcomes and productivity. Leaders play a crucial role in shaping employee attitudes, encouraging teamwork, and creating a supportive organizational environment that promotes high performance. Accordingly, the second hypothesis, which proposes that leadership influences employee performance, is also supported by the empirical results.

Third, the study finds that work discipline has a positive and statistically significant effect on employee performance. Among the variables examined in this study, work discipline demonstrates the strongest influence on employee performance. This finding indicates that employees who consistently comply with organizational rules, procedures, and performance standards are more likely to perform their tasks effectively and maintain high levels of productivity.

Therefore, the third hypothesis, which states that work discipline influences employee performance, is supported.

Furthermore, the simultaneous regression analysis shows that employee engagement, leadership, and work discipline collectively have a significant effect on employee performance. This result suggests that employee performance is influenced by the combined interaction of psychological and organizational factors. As a result, the fourth hypothesis, which proposes that employee engagement, leadership, and work discipline simultaneously influence employee performance, is also supported.

The findings of this study contribute to the field of human resource management by providing empirical evidence that employee engagement, leadership, and work discipline are key determinants of employee performance. These results emphasize the importance of integrating psychological and organizational approaches to improve workforce productivity. From a practical perspective, organizations should focus on strengthening employee engagement, improving leadership effectiveness, and promoting strong work discipline to enhance employee performance and achieve sustainable organizational success.

Thus, this study highlights that improving employee performance requires a comprehensive organizational strategy that simultaneously addresses employee attitudes, leadership practices, and behavioral discipline. By implementing policies and management practices that support these factors, organizations can create a productive work environment that encourages employees to perform at their best and contribute to achieving organizational goals.

Author Contributions: Conceptualization, M.A.T.P. and J.S.; methodology, M.A.T.P.; software, M.A.T.P.; validation, J.S., D.R.E. and A.A.S.; formal analysis, M.A.T.P. and J.S.; investigation, M.A.T.P. and J.S.; resources, M.A.T.P.; data curation, J.S., D.R.E. and A.A.S.; writing—original draft preparation, M.A.T.P. and J.S.; writing—review and editing, M.A.T.P., J.S., D.R.E. and A.A.S.; visualization, M.A.T.P.; supervision, J.S., D.R.E. and A.A.S.; project administration, J.S.; funding acquisition, J.S. All authors have read and agreed to the published version of the manuscript.

Funding: This research received no external funding.

Institutional Review Board Statement: Not applicable.

Informed Consent Statement: Informed consent was obtained from all subjects involved in the study.

Data Availability Statement: The data that support the findings of this study are available from the corresponding author upon reasonable request.

Acknowledgments: The authors would like to thank Universitas Narotama, Surabaya, Indonesia, for supporting this research publication. We also thank the reviewers for their constructive comments and suggestions.

Conflicts of Interest: The authors declare no conflict of interest.

References

- Aiyub, A., Yusuf, E., Bintan, R., Adnan, A., & Azhar, A. (2021). The effect of employee engagement on employee performance with organizational commitment as an intervening variable and perceived organizational support as a moderating variable at the Regional Secretariat of Bireuen District. *Jurnal Visioner & Strategis*, 10(2), 1–15.
- Amrani, F., & Makruf Akbar, M. R. L. (2019). The effect of leadership on employee performance in the Mayor's Office of South Jakarta. *International Journal of Entrepreneurship and Business Development*, 2(2), 280–285.
- Astuti, D., & Suwandi, S. (2022). Pengaruh employee engagement terhadap kinerja karyawan yang dimediasi kepuasan kerja. *Eqien: Jurnal Ekonomi dan Bisnis*, 11(4), 615–623.
- Bakara, L. S. (2015). Pengaruh gaya kepemimpinan terhadap kinerja karyawan pada Hotel Travellers Suites Medan. *Jurnal Ilman*, 3(1), 9–15.
- Basit, A., Sebastian, V., & Hassan, Z. (2017). Impact of leadership style on employee performance: A case study of a private organization in Malaysia. *International Journal of Accounting & Business Management*, 5(2), 112–130.
- Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). Sage Publications.
- Delfi, R. (2017). Pengaruh gaya kepemimpinan terhadap kinerja karyawan (Instalasi Pengolahan Air PDAM di Kota Samarinda). *Psikoborneo*, 5(2), 284–288.
- Do Rêgo, E. B., Supartha, W. G., & Yasa, N. N. K. (2017). Pengaruh kepemimpinan terhadap motivasi dan kinerja karyawan pada Direktorat Jenderal Administrasi dan Keuangan, Kementerian Estatal Timor Leste. *E-Jurnal Ekonomi dan Bisnis Universitas Udayana*, 6(11), 3731–3764.
- Field, A. (2018). *Discovering statistics using IBM SPSS statistics* (5th ed.). Sage Publications.
- Gede, I. K., & Piartini, P. S. (2018). Pengaruh kepemimpinan terhadap kinerja karyawan yang dimoderasi oleh motivasi kerja pada BPR se-Kecamatan Sukawati Gianyar. *E-Jurnal Ekonomi dan Bisnis Universitas Udayana*, 7(4), 2337–2366. <https://doi.org/10.24843/EEB.2018.v07.i04.p07>
- Gruman, J. A., & Saks, A. M. (2011). Performance management and employee engagement. *Human Resource Management Review*, 21(2), 123–136. <https://doi.org/10.1016/j.hrmr.2010.09.004>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). Cengage Learning.
- Handoyo, A. W. (2017). Pengaruh employee engagement terhadap kinerja karyawan pada PT Tirta Rejeki Dewata. *Agora*, 5(1).
- Husain, B. A. (2018). Pengaruh disiplin kerja terhadap kinerja karyawan (Pada PT Bank Danamon Tbk Cabang Bintaro). *Jurnal Disrupsi Bisnis*, 1(1), 1–15.
- Iptian, R., Zamroni, Z., & Efendi, R. (2020). The effect of work discipline and compensation on employee performance. *International Journal of Multicultural and Multireligious Understanding*, 7(8), 145–152. <https://doi.org/10.18415/ijmmu.v7i8.1812>
- Irawan, M. R. N. (2019). Pengaruh penerapan disiplin kerja dan komitmen kerja terhadap kinerja karyawan pada pabrik pengolahan kedelai di Desa Laren Lamongan. *Jurnal Penelitian Ilmu Manajemen*, 4(2), 987–999.
- Jeffrey, I., & Soleman, M. (2017). The effect of work discipline, achievement motivation, and career path toward employee performance of the National Resilience Institute of the Republic of Indonesia. *International Journal of Application or Innovation in Engineering & Management*, 6(8), 106–113.
- Kurbani, A. (2018). Pengaruh disiplin kerja terhadap kinerja karyawan pada PT Agro Massiv International Group. *Jurnal Media Wahana Ekonomika*, 15(1), 16–25.
- Li, J., Ebabu, E. A., Yu, H., Yuan, D. P., Ning, J., & Xuanyi, X. (2025). Leadership, environment, and engagement: Psychological pathways to enhanced personnel performance. *Acta Psychologica*, 261, 105963. <https://doi.org/10.1016/j.actpsy.2025.105963>
- Likert, R. (1932). A technique for the measurement of attitudes. *Archives of Psychology*, 22(140), 1–55.
- Ly, B. (2024). Inclusive leadership and employee work engagement: The role of organizational commitment in Cambodian public organizations. *Asia Pacific Management Review*, 29(1), 44–52. <https://doi.org/10.1016/j.apmr.2023.04.003>
- Purnama, M., Hidayat, A., & Angreni, T. (2021). Employee performance analysis influenced by leadership style, motivation, and work discipline. *eCo-Fin*, 3(3), 375–379.
- Qalati, S. A., Zafar, Z., Fan, M., Limón, M. L. S., & Khaskheli, M. B. (2022). Employee performance under transformational leadership and organizational citizenship behavior: A mediated model. *Heliyon*, 8(11), e11374. <https://doi.org/10.1016/j.heliyon.2022.e11374>
- Salutondok, Y., & Soegoto, A. S. (2015). Pengaruh kepemimpinan, motivasi, kondisi kerja, dan disiplin terhadap kinerja pegawai di Kantor Sekretariat DPRD Kota Sorong. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 3(3), 2747–2756.
- Saputri, R., & Andayani, N. R. (2018). Pengaruh kepemimpinan dan motivasi kerja terhadap kinerja pegawai pada Departemen Production di PT Cladtek BI-Metal Manufacturing Batam. *Journal of Applied Business Administration*, 2(2), 307–316. <https://doi.org/10.30871/jaba.v2i2.1109>
- Sucahyowati, H., & Hendrawan, A. (2020). Pengaruh employee engagement terhadap kinerja karyawan pada PT MK Semarang. *Jurnal Sains Teknologi Transportasi Maritim*, 2(2), 9–15.
- Sudarno, S., Safitri, H., Junaedi, A. T., Tanjung, A. R., & Hutahuruk, M. B. (2023). Effect of leadership style, work discipline, and competency on job satisfaction and performance of Dapodik operator employees in Bengkalis District. In *Proceedings of the International Conference on*

Business Management and Accounting (Vol. 1, No. 2, pp. 385-400).

Wicaksono, B. D., & Rahmawati, S. (2019). Pengaruh employee engagement terhadap kinerja karyawan Direktorat Sistem Informasi dan Transformasi Digital Institut Pertanian Bogor. *Jurnal Manajemen dan Organisasi*, 10(2), 133-146. <https://doi.org/10.29244/jmo.v10i2.30141>

