



The Effect Of Democratic Leadership And Work Environment On Employee Performance Through Job Performance

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ABSTRACT

This study aims to analyze the influence of democratic leadership and the work environment on employee performance in Kaliwates District, as well as the role of job performance as an intervening variable. The study used a quantitative approach, using a survey method and distributing questionnaires to employees in Kaliwates District. Data analysis was conducted using inferential statistical techniques to test the direct and indirect relationships between variables. The results indicate that democratic leadership and the work environment have a positive and significant effect on employee performance. Furthermore, job performance acts as an intervening variable, strengthening the influence of both factors on improving employee performance. These findings highlight the importance of implementing a participatory leadership style and managing a conducive work environment to encourage work performance, thus optimally improving employee performance. This study recommends improving the quality of leadership and work environment management, along with efforts to develop employee performance, to achieve excellent public service in Kaliwates District.

INTRODUCTION

In a rapidly evolving work environment, an organization's success depends heavily on the ability of its human resources to optimally carry out their duties and responsibilities (Nurabadi et al., 2021). Employees, as the spearhead of organizational strategy implementation, play a central role in achieving company goals. Therefore, understanding the factors that can influence employee performance is crucial for every organization (Milliana et al., 2023). Various internal aspects, such as leadership style and work environment conditions, are key factors that can influence employee motivation, enthusiasm, and work performance (Zysman & Costinot, 2022).

Employee performance is a key factor that significantly determines the success and competitiveness of an organization amidst the increasingly complex dynamics of the business environment (Hajjali et al., 2022). Employee performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given by the organization (Sugiarti, 2021). This performance reflects the individual's contribution to achieving overall organizational goals (Zhenjing et al., 2022). In the era of globalization and intense competition, organizations are required to continuously improve work productivity and effectiveness to achieve strategic goals. One way to do this is by paying attention to various aspects that influence employee performance, including leadership style and the work environment (Cabarcos et al., 2022).

Democratic leadership is a leadership style that emphasizes the active participation of all team members in decision-making (Rohmadon & Prayekti, 2022). This style encourages openness, two-way communication, and collaboration between leaders and subordinates. This participation makes employees feel valued, have a sense of ownership of their work, and are motivated to make their best contribution to the organization (Sidik & Azis, 2022). Democratic leadership emphasizes the active participation of all team members in the decision-making process. Leaders with this style encourage openness, two-way communication, and collaboration between leaders and subordinates. Employees are given the opportunity to express opinions, ideas, and criticism constructively (Nurdin & Tjipto Djuhartono, 2021). This participation makes employees feel valued, have a sense of ownership of their work, and are motivated to make their best contribution to the organization (Purwani & Istiyanto, 2022).

The work environment also plays a crucial role in shaping employee behavior and performance (Candra et al., 2022). The work environment is everything surrounding employees that can influence them in carrying out their assigned tasks. A comfortable, safe, and supportive work environment will increase employee enthusiasm, loyalty, and job satisfaction (Hakim et al., 2023). A comfortable, safe, and supportive work environment will increase employee enthusiasm, loyalty, and job satisfaction. Conversely, an unsupportive work environment can decrease motivation, cause stress, and negatively impact individual and organizational performance (Hargyatni et al., 2022). Factors such as relationships between coworkers, work facilities, and organizational culture are integral parts of the work environment that must be well managed (Ameilia & Marlianingrum, 2022b).

In this context, job performance emerges as an intervening variable linking the influence of democratic leadership and the work environment on employee performance (Nabilla et al., 2024). Job performance is an individual's achievement in optimally carrying out their duties and responsibilities, both in terms of quality, quantity, and completion time (Aritonang & Febrian, 2023). Job performance reflects an individual's achievement in optimally carrying out their duties and responsibilities (Sunarno, 2022). Democratic leadership and a conducive work environment are believed to improve job performance, which ultimately has a positive impact on overall employee performance (Tanjung et al., 2021).

This study highlights the role of job performance as an intervening variable linking the influence of democratic leadership and the work environment on employee performance. While several previous studies have partially examined the relationship between leadership style, the work environment, and employee performance, this study provides a new contribution by clarifying the process mechanism through job performance as a mediator. Thus, this study not only examines the direct impact of democratic leadership and the work environment on performance but also how these two factors indirectly influence employee performance through increased job performance. Furthermore, the focus on democratic leadership as a leadership style that encourages active participation, two-way communication, and employee ownership provides specific added value in the context of today's organizations that demand collaboration and openness. This study also pays special attention to conducive work environment conditions as an important factor that can increase employee morale, satisfaction, and loyalty, which

simultaneously affect work performance and achievement. With this comprehensive approach, this study can provide deeper practical insights for organizations in optimizing human resource management to increase competitiveness amidst the complexity and dynamics of the rapidly evolving world of work. This study also updates and enriches the academic treasury through the integration of variables and models that are more holistic in viewing the determinants of Employee Performance in the current era of globalization and intense competition.

The Resource-Based View (RBV) is a conceptual framework that emphasizes the importance of an organization's internal resources as a key factor in achieving competitive advantage and superior performance. The RBV posits that valuable, rare, inimitable, and non-substitutable (VRIN) resources are strategic assets capable of providing a sustainable advantage for an organization. In the context of human resource management, the RBV highlights how employee capabilities, knowledge, and behavior, influenced by leadership style and work environment conditions, can become critical resources that drive effective organizational performance.

Based on the RBV theoretical framework, the research gap regarding the influence of democratic leadership on employee performance is clearly evident from the varying results. Several studies show a positive and significant influence of democratic leadership on performance, as found by (Yuliani et al., 2022), (Handoko et al., 2021), and (Rahman et al., 2022). However, on the other hand, there are studies that find this influence insignificant. A study by (Astutiningtyas et al., 2021) showed a positive but statistically insignificant influence. In fact, several other studies indicate a negative and insignificant influence. This gap indicates that the relationship between democratic leadership and employee performance may be moderated or mediated by other factors (Waworundeng et al., 2021). One important intervening variable is job performance, which can mediate the effect of democratic leadership on employee performance. Research by Rokhayati et al., 2022, highlights the role of job performance as an intervening variable that can explain these differences in results. Therefore, further research is needed to understand how job performance moderates or mediates the relationship between democratic leadership and employee performance more comprehensively (Khofifah & Banin, 2023).

This study presents a novelty by adopting a mediation model of job performance, which not only examines the direct influence of democratic leadership and the work environment on employee performance but also examines the role of job performance as a mediating variable. This approach provides a more comprehensive understanding of the interaction mechanisms between variables in improving employee performance. Furthermore, this study integrates democratic leadership, the work environment, job performance, and employee performance into a single model, a finding rarely found in previous research, particularly in the context of the sector or organization being studied. The results of this study are expected to provide strategic recommendations for organizations in developing leadership styles and creating a conducive work environment, by emphasizing the importance of work performance as a primary determinant of employee performance. This study aims to analyze the influence of democratic leadership and the work environment on employee performance in Kaliwates District, as well as the role of work performance as an intervening variable.

LITERATURE REVIEW

The Effect of Democratic Leadership on Employee Performance

The theory of Lewin, Lippitt, and White (1939) classifies leadership into three main styles: authoritarian, democratic, and laissez-faire. Democratic leadership is considered the most effective because it involves active participation from group members, which increases commitment and job satisfaction. Furthermore, participatory theory (Vroom & Yetton, 1973) emphasizes that decision-making involving subordinates can improve motivation and work

performance. Therefore, democratic leadership, which emphasizes involvement and two-way communication, is believed to have a significant positive impact on employee performance.

This hypothesis is based on the characteristics of democratic leadership, which involves deliberation, employee participation in decision-making, and effective two-way communication (Purwani & Istiyanto, 2022). Democratic leadership encourages active employee contribution, increases a sense of responsibility, and strengthens teamwork, thereby improving motivation and overall employee performance (Candra et al., 2022).

The Effect of the Work Environment on Employee Performance

Theoretical support can be found in the concept of work ergonomics, which states that a comfortable physical environment and adequate facilities contribute to worker comfort and health, thereby improving performance (Mangkunegara, 2008). Furthermore, Locke's (1976) theory of job satisfaction explains that a conducive work environment and positive social relationships in the workplace can increase job satisfaction and motivation, which in turn impact employee productivity and performance quality.

A conducive work environment encompasses physical aspects such as facilities, cleanliness, lighting, and temperature, as well as non-physical aspects such as employee relationships, communication, and a harmonious work atmosphere, which can significantly increase employee motivation, enthusiasm, and productivity (Nabilla et al., 2024). A comfortable and supportive work environment creates a sense of security and job satisfaction, enabling employees to work optimally and improve their performance. Conversely, a poor or inadequate work environment can reduce employee morale and productivity (Aritonang & Febrian, 2023).

The Effect of Democratic Leadership on Employee Performance

The theory can be found in the participatory leadership model developed by Likert (1967), which states that a leadership style involving participation and two-way communication will increase the commitment and performance of subordinates. Furthermore, Herzberg's (1959) motivation theory explains that motivating factors such as rewards and recognition significantly influence job satisfaction and performance. The democratic leadership approach also aligns with Transformational Leadership theory (Bass, 1985), which emphasizes the importance of empowerment and inspiration for employees to achieve optimal work results. Conversely, an authoritarian leadership style that limits participation tends to lead to demotivation and decreased performance (Lewin, Lippitt, & White, 1939).

Democratic leadership, which prioritizes employee participation in decision-making, open communication, and respect for subordinates' ideas and input, can create an inclusive and supportive work environment (Tanjung et al., 2021). This leadership style increases employees' sense of responsibility, motivation, and engagement in their tasks, thus positively impacting their work performance (Yuliani et al., 2022). Democratic leadership provides space for employees to develop and contribute optimally, ultimately improving the quality and quantity of work output (Handoko et al., 2021). Conversely, authoritarian leadership or leadership that lacks employee involvement tends to decrease employee morale and performance (Rahman et al., 2022).

The Effect of the Work Environment on the Job Performance of Kaliwates District Employees

Herzberg's (1959) theory of job satisfaction suggests that hygiene factors such as the physical condition of the workplace and interpersonal relationships significantly influence employee satisfaction and motivation. Furthermore, Schneider's (1987) work environment theory emphasizes the importance of organizational culture and social relationships in shaping employee perceptions of the work environment, which can impact productivity and performance. Empirical research also shows that a healthy and communicative work

environment can significantly increase employee commitment and performance (Robbins & Judge, 2013).

A conducive work environment, encompassing physical aspects such as adequate facilities, optimal lighting, and a comfortable room temperature, as well as non-physical aspects such as harmonious inter-employee relationships, effective communication, and a positive work culture (Waworundeng et al., 2021), plays a crucial role in significantly increasing employee motivation, enthusiasm, and work performance (Rokhayati et al., 2022). A comfortable and supportive work environment creates a sense of security and job satisfaction, enabling employees to perform optimally and achieve better work performance. Conversely, a less supportive work environment can reduce employee motivation and productivity (Khofifah & Banin, 2023).

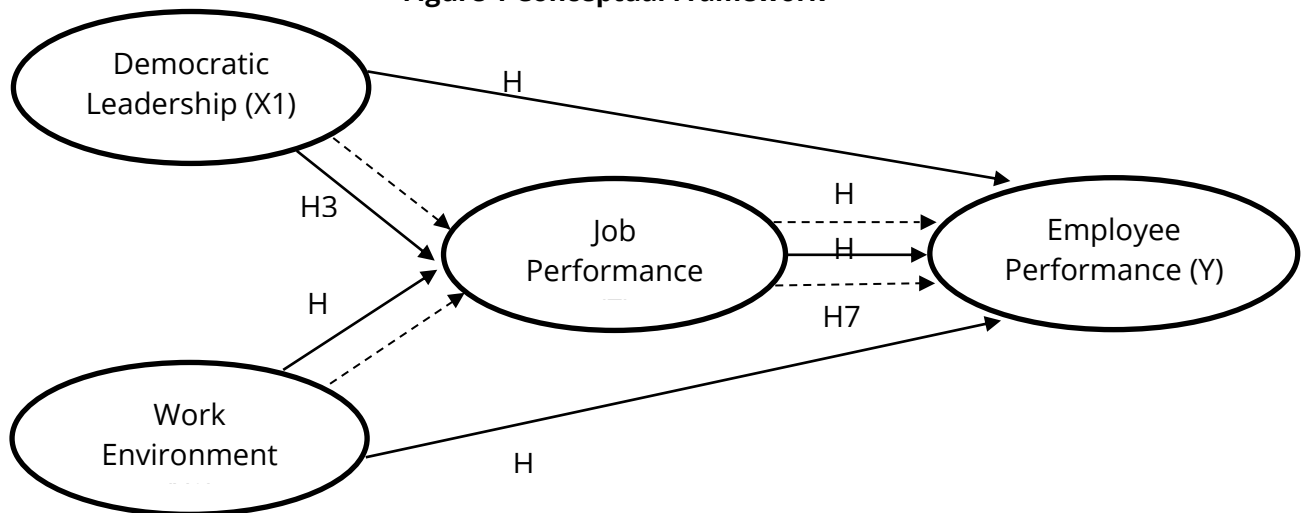
The Effect of Job Performance on Employee Performance

Campbell's (1990) individual performance model states that performance is the result of observable and measurable behavior in carrying out work tasks and is strongly influenced by job performance. Furthermore, Performance Management theory emphasizes that optimal job performance is a critical foundation for improving overall organizational effectiveness (Armstrong, 2006). Therefore, improved job performance directly contributes to improved employee performance and the achievement of organizational goals

Job performance is one of the main factors influencing employee performance in an organization. Good job performance reflects the effective and efficient accomplishment of tasks and responsibilities, which in turn improves the quality and productivity of employee performance (Ritonga & Bahri, 2022). Employees with high job performance tend to demonstrate greater discipline, motivation, and dedication in carrying out their duties, resulting in optimal overall performance. Conversely, low job performance can lead to decreased employee performance, which negatively impacts the achievement of organizational goals (Fauzan, 2022).

Conceptual Framework

Figure 1 Conceptual Framework



METHODS

This study employed a quantitative method with a descriptive approach. The population was 54 Kaliwates District Government employees, and the sampling method used was a saturated (census) sample.

The independent variables included democratic leadership and the work environment. The intervening variable was job performance. The dependent variable was employee performance. Data analysis used Structural Equation Modeling (SEM) with the SmartPLS statistical tool.

RESULTS

Outer Model Result

The outer model measures the relationship between indicators (manifest variables) and the construct or latent variable that is the focus of this study. The results of the validity test are presented in Table 1.

Table 1. Validity Test Results

	Democratic Leadership	Work Environment	Job Performance	Employee Performance	P Value
X1.1	(0.922)	0.012	-0.077	-0.050	<0.001
X1.2	(0.915)	0.207	-0.037	0.017	<0.001
X1.3	(0.921)	-0.103	0.006	0.002	<0.001
X1.4	(0.949)	-0.206	0.063	-0.009	<0.001
X1.5	(0.933)	0.096	0.043	0.041	<0.001
X2.1	0.271	(0.900)	0.376	0.014	<0.001
X2.2	-0.093	(0.939)	-0.220	0.076	<0.001
X2.3	-0.121	(0.912)	0.194	0.054	<0.001
X2.4	-0.248	(0.928)	-0.097	-0.056	<0.001
X2.5	0.319	(0.905)	0.147	-0.036	<0.001
X2.6	-0.117	(0.891)	-0.395	-0.055	<0.001
Z1	0.112	-0.267	(0.911)	0.075	<0.001
Z2	0.069	-0.141	(0.906)	-0.026	<0.001
Z3	-0.371	0.308	(0.897)	-0.005	<0.001
Z4	0.187	-0.049	(0.941)	-0.067	<0.001
Z5	-0.009	0.152	(0.923)	0.023	<0.001
Y1	0.063	0.246	-0.378	(0.923)	<0.001
Y2	-0.084	0.064	-0.016	(0.928)	<0.001
Y3	0.008	0.000	0.060	(0.918)	<0.001
Y4	0.322	-0.360	0.060	(0.890)	<0.001
Y5	-0.318	0.039	0.295	(0.864)	<0.001

Source: Data processed in 2025

Table 1 presents the outer loading results for each indicator measuring the latent variables in this study. All indicators showed significant results, with T-statistics greater than 2.00 and P-values well below 0.05.

Table 2. Reliability Test Results

Variable	Composite Reliability	Cronbach's Alpha
Democratic Leadership (X1)	0.969	0.960
Work Environment (X2)	0.968	0.960
Job Performance (Z)	0.963	0.952
Employee Performance (Y)	0.958	0.945

Source: Data processed in 2025

The basis used in the reliability test was the Composite Reliability Coefficient and Cronbach's Alpha Coefficients above 0.7. The results in Table 2 indicate that the questionnaire instrument in this study met the reliability test requirements.

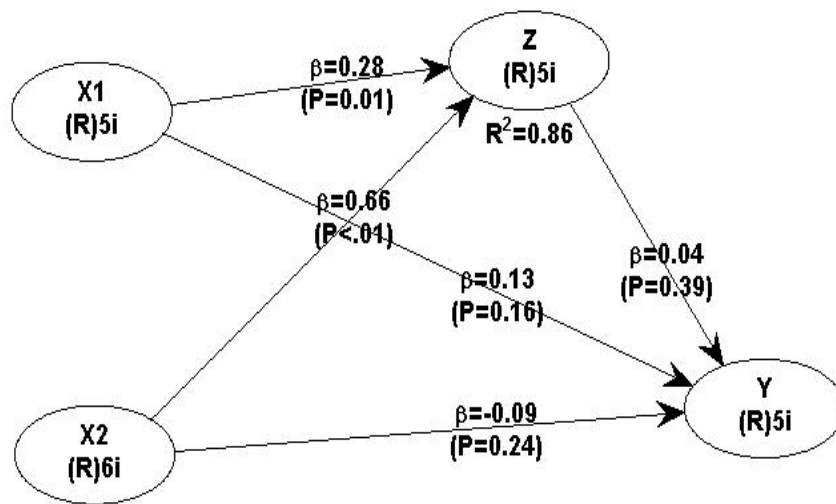
Table 3: Research Model Test

Items	Value	Ideal
Average path coefficient (APC)	P<0.014	<= 0,05
Average R-squared (ARS)	P<0.001	<= 0,05
Average adjusted R-squared (AARS)	P<0.001	<= 0,05
Average block VIF (AVIF)	3.580	<= 3,3
Average full collinearity VIF (AFVIF)	5.590	<= 3,3
Tenenhaus GoF (GoF)	0.25	High
Simpson's paradox ratio (SPR)	0.600	0.7
R-squared contribution ratio (RSCR)	0.964	0,9
Statistical suppression ratio (SSR)	1.000	>= 0,7
Nonlinear bivariate causality direction ratio (NLBCDR)	0.700	>= 0,7

Source: Data processed in 2025

The results of the model fit test show that the model built in this study has a very good fit with the data used.

Figure 2. Analysis Results



Source: Data processed in 2025

The coefficient values of the direct and indirect influence paths can be seen in Table 4.

Table 4. Direct Effect

	Path coefficients	P values	Conclusions
Democratic Leadership (X1) -> Job Performance (Z)	0.283	0.012	Significant
Work Environment (X2) -> Job Performance (Z)	0.662	<0.001	Significant
Democratic Leadership (X1) -> Employee Performance (Y)	0.129	0.160	Significant
Work Environment (X2) -> Employee Performance (Y)	0.092	0.241	Significant
Job Performance (Z) -> Employee Performance (Y)	0.036	0.392	Significant

Source: Data processed in 2025

The results of the direct effect test show that Democratic Leadership and Work Environment have a significant effect on Job Performance. Democratic Leadership and Work Environment also have a significant effect on Employee Performance. Job Performance has a significant effect on Employee Performance.

Table 5. Indirect Effect

	Path coefficients	P values	Conclusions
Democratic Leadership (X1) -> Job Performance (Z) -> Employee Performance (Y)	0.457	0.010	Significant
Work Environment (X2) -> Job Performance (Z) -> Employee Performance (Y)	0.400	0.024	Significant

Source: Data processed in 2025

The results of the indirect effect test, which examined the intervening role of Job Performance, indicate that Job Performance acts as an intervening factor in the influence of Democratic Leadership and Work Environment on Employee Performance.

After analyzing the data using SEM-PLS, the following is a summary of the results of the research hypothesis testing.

Table 6. Summary of Hypothesis Tests

No	Hypothesis	Conclusions
1	The democratic leadership is suspected to have a positive and significant effect on job performance	Accepted
2	The work environment is suspected to have a positive and significant effect on job performance	Accepted
3	The democratic leadership is suspected to have a positive and significant effect on employee performance	Accepted
4	The work environment is suspected to have a positive and significant effect on employee performance	Accepted
5	The job performance is suspected to have a positive and significant effect on employee performance	Accepted
6	The democratic leadership is suspected to have a positive and significant effect on employee performance, through job performance as an intervening variable	Accepted
7	The work environment is suspected to have a positive and significant effect on employee performance, through job performance as an intervening variable	Accepted

Source: Data processed in 2025

DISCUSSION

The Effect of Democratic Leadership on Employee Performance

This study found that the implementation of democratic leadership had a significant positive impact on improving employee performance in the Kaliwates District. This finding aligns with the democratic leadership theory (Kurt Lewin, 2001), which states that this leadership style encourages active participation by group members in decision-making, thereby creating a sense of ownership, increasing motivation, and encouraging shared responsibility for work outcomes (Lippitt & White, 1939). One prominent indicator is joint decision-making, where leaders in the Kaliwates District actively involve employees in every important decision-making process. Employee involvement in this deliberation and discussion process makes the resulting decisions more representative and applicable, in line with field conditions (Anan et al., 2025). Employees feel valued for their roles, fostering a sense of ownership and shared responsibility in implementing each decision (Sari & Kusuma, 2024).

The results of this study are supported by previous studies, such as those conducted by (Hakim et al., 2023), (Ni Made et al., 2024), (Septyarini, 2024), and (Hargyatni et al., 2022), which

also demonstrated that a democratic leadership style significantly influences employee performance, including aspects of participation, motivation, and task effectiveness. This demonstrates that democratic leadership is highly relevant for implementation in government organizations to foster a productive and high-performance work environment, as is the case in Kaliwates District.

The Effect of the Work Environment on Employee Performance

This study demonstrates that the work environment has a positive and significant impact on employee performance in Kaliwates District. This finding aligns with the work environment theory (Nitisemito, 1996), which states that the work environment is everything surrounding employees that can influence them in carrying out their assigned tasks. A conducive work environment encompasses physical factors such as facilities, lighting, air conditioning, temperature, and cleanliness, as well as non-physical factors such as employee relationships, leadership support, and smooth communication (Fauzan, 2024). Research shows that the better the work environment employees perceive, the higher their performance.

The results of this study are supported by previous findings, such as those by (Uma & Swasti, 2024), (Anam et al., 2025), (Hakim et al., 2023), and (Supriadi & Anitra, 2020), which show that the work environment significantly influences employee performance; the better the work environment, along with the support of motivation and discipline, the better the employee performance. Furthermore, other studies (Trisnawati et al., 2024), (Wahyuni & Budiono, 2022), and (Gusti et al., 2024) also demonstrate a strong and significant relationship between the work environment and employee performance, both in terms of physical and non-physical aspects. This demonstrates that good work environment management is highly relevant for implementation in government agencies, including in Kaliwates District, to create productive, innovative employees who are ready to provide the best service to the public.

The Effect of Democratic Leadership on Job Performance

This study shows that democratic leadership has a positive and significant impact on job performance in Kaliwates District. This finding is supported by the democratic leadership theory proposed by Kurt Lewin (1939), which emphasizes that this leadership style encourages employee participation in the decision-making process and provides opportunities to contribute to organizational tasks. This leadership environment fosters intrinsic motivation, strengthens accountability, and fosters a sense of ownership in the results of collective work (Sapu et al., 2023).

The results of this study are supported by research by Astutiningtyas et al., 2021, Rahman et al., 2022, and Trisnawati et al., 2024, which shows that democratic leadership has a positive and significant impact on employee performance. Similarly, other research (Sari & Kusuma, 2024) found that indicators of participation, communication, delegation, and rewards in democratic leadership significantly improve employee performance. Thus, strong evidence supports the relevance of implementing democratic leadership for improving job performance in government settings such as Kaliwates District.

The Effect of the Work Environment on Job Performance

This study demonstrates that the work environment has a positive and significant impact on job performance in Kaliwates District. This finding aligns with the theory proposed by Nitisemito (2000), who states that a good work environment, both physically and non-physically, can improve job comfort, health, motivation, and productivity, thus directly impacting their work performance. An optimally managed work environment can create an atmosphere that supports employees to perform at their best (Nabilla et al., 2024).

This research finding is supported by the results of a study conducted by Lala et al., 2023 at the Cenrana District Office, Maros Regency, which showed that the work environment, both

physical factors such as cleanliness, lighting, and air circulation, and non-physical factors such as social relations and fairness, have a positive and significant impact on job performance. Similar studies by Hakim et al., 2023, Sapu et al., 2023, Agustin & Tyas, 2024, and Nabilla et al., 2024 also demonstrated a strong relationship between a conducive work environment and employee performance in government organizations. Therefore, good work environment management is highly relevant in Kaliwates District to achieve optimal job performance and quality public services.

The Effect of Job Performance on Employee Performance

This study demonstrates that job performance has a positive and significant impact on employee performance in Kaliwates District. This finding aligns with performance theory (Mangkunegara, 2015), which states that employee performance is significantly influenced by work performance, including work results, knowledge, initiative, mental agility, and work attitude. The higher an employee's performance, the greater their contribution to achieving organizational goals through effective, efficient, and satisfying public services (Hakim et al., 2023).

This study's findings are supported by findings by (Kholid & Utari, 2023), (Nabilla et al., 2024), and (Asdiany et al., 2022), which indicate that dimensions of work performance, such as work results, knowledge, initiative, mental agility, and attitude, significantly influence employee performance in various government agencies. Thus, investment in improving employee performance is a relevant strategic step to support performance optimization and the provision of quality public services in Kaliwates District.

The Effect of Democratic Leadership on Employee Performance Through Job Performance as an Intervening Variable

This study shows that a democratic leadership style has a positive and significant impact on improving employee performance in Kaliwates District, with job performance acting as an intervening variable. This finding aligns with the theory proposed by Kurt Lewin (2001) on democratic leadership, which involves employees in the decision-making process and delegation of responsibilities to create a participatory work environment. This involvement has been shown to increase employee motivation, emotional attachment to the organization, and encourage employees to achieve optimal work results. Meanwhile, Mangkunegara's performance theory states that employee performance significantly influences the achievement of organizational goals, particularly in terms of the quality and effectiveness of public services (Anan et al., 2025).

This finding is supported by previous research, including research conducted by (Septyarini, 2024), (Sopiah, 2025), and (Yahya, 2022), which showed that a democratic leadership style significantly influences employee performance by increasing motivation, work achievement, and participation in the organization. Another study by (Wijaya, 2020) also found that work achievement mediates the relationship between leadership and employee performance in both government and private organizations. Thus, fostering democratic leadership and improving work performance are key strategies for creating superior employee performance and quality public services in Kaliwates District.

The Effect of the Work Environment on Employee Performance Through Job Performance as an Intervening Variable

This study shows that a conducive work environment has a positive and significant impact on improving employee performance in Kaliwates District, with job performance as the intervening variable. This finding aligns with the work environment theory proposed by (Nitisemito, 2000), which states that a good work environment, both physically and non-physically, can improve employee comfort, health, motivation, and productivity, ultimately supporting optimal work performance (Sari & Kusuma, 2024). Meanwhile, Mangkunegara's

performance theory also emphasizes that job performance is a key factor in determining the achievement of organizational goals, particularly in providing quality public services.

Employee performance, in this context, acts as an intervening variable mediating the influence of the work environment on employee performance. Employees in a conducive work environment are able to produce work of good quality and quantity, complete tasks on time, and demonstrate adequate knowledge and skills in their field of work. Initiative, mental agility, and a positive attitude are further developed in a supportive work environment. With improved performance, employees are able to make maximum contributions to achieving public service targets, thereby sustainably improving overall organizational performance. This study also confirms that improved employee performance in Kaliwates District is not only directly influenced by the quality of the work environment but also indirectly through the role of job performance as a mediator.

This finding is supported by several previous studies, such as the study (Nurchahyo, 2018) at the Cenrana District Office, Maros Regency, which showed that a good physical and non-physical work environment significantly influences employee performance and performance, with job performance acting as a mediating variable. Likewise, research by (Kholid & Utari, 2023), (Jambak, 2024) and (Hakim et al., 2023) found that a conducive work environment increases employee motivation and work performance, which ultimately impacts organizational productivity and performance.

CONCLUSION

Based on the research results, it was concluded that democratic leadership and the work environment have a positive and significant effect on job performance. Democratic leadership and the work environment have a positive and significant effect on employee performance. Job performance has a significant effect on employee performance. Job performance plays a mediating role in the influence of democratic leadership and the work environment on employee performance.

Referring to the findings of this study, the practical implications of this research are that institutions need to continuously maintain and develop democratic leadership practices, consistently maintaining and improving the quality of their work.

Further research should aim to expand the scope of the research object and area to make the results more generalizable. Researchers can also add other variables, such as organizational culture, compensation, or job satisfaction, to examine their influence on employee performance. In addition to using a quantitative approach, future research can utilize qualitative or mixed-methods methods to gain a more comprehensive understanding of the factors influencing employee performance.

LIMITATIONS

This study's limitations relate to the use of a questionnaire instrument, which poses a risk of respondent subjectivity. Furthermore, the respondents were limited to employees in Kaliwates District, Jember Regency.

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