The Effect of Situational Leadership Style on Employee Performance Through Work Discipline as A Mediation Variable at the Office of Housing and Settlement Services of South Buru

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Abstract

This study aims to analyze the influence of situational leadership style on employee performance with work discipline as a mediating variable at the South Buru Regency Housing and Settlement Office. The study used a quantitative approach with a census method on the entire population, namely 64 employees. Data were collected through a Likert-scale questionnaire and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the help of SmartPLS. Model evaluation included an outer model, an inner model, and testing of direct and indirect effects through bootstrapping. The results of the study indicate that situational leadership style has a positive and significant effect on performance and work discipline. Work discipline also has a positive and significant effect on performance. The indirect effect of situational leadership style on performance through work discipline is proven to be significant. The R-square value is 0.130 on work discipline and 0.526 on employee performance. These findings emphasize the importance of adaptive leadership and strengthening discipline as an effort to improve employee performance.

Keywords: Situational Leadership Style; Work Discipline; Employee Performance;

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1. Introduction

Human resources are a crucial element in organizational success because employees carry out the planning, coordination, implementation, and control of work. In government agencies, the quality of human resources is reflected in the ability to provide services, implement programs, and achieve organizational targets effectively and accountably. Employee performance, therefore, is not only related to the final result, but also to the work process, timeliness, quality, responsibility, and cooperation.

The South Buru Regency Housing and Settlement Office plays a strategic role in supporting the administration of public housing and residential areas. Carrying out these duties requires employees who are able to work according to standards, understand their responsibilities, and maintain the continuity of services and development programs. Organizational success is greatly influenced by how leaders direct their employees and how they develop disciplined work behaviors.

One relevant leadership approach is situational leadership. This approach emphasizes adapting leader behavior to the readiness, abilities, and needs of subordinates. Leaders don't always use the same pattern of instructions or supervision, but can direct, guide, involve, or delegate tasks according to the employee's circumstances. These adjustments are expected to foster better task understanding, motivation, responsibilities, and work results.

Besides leadership, work discipline is a crucial factor in shaping performance. Discipline reflects employees' awareness and willingness to comply with organizational regulations, attend on schedule, follow procedures, carry out instructions, and complete work responsibly. Discipline is not solely fostered through sanctions, but also through leadership role models, clear communication, appropriate supervision, and consistent enforcement of rules.

The phenomena encountered include inconsistent absences from temporary employees, suboptimal supervision, and indefinite implementation of attendance sanctions. These conditions have the potential to disrupt task performance and work effectiveness. Furthermore, weak coordination and two-way communication can lead to employees lacking the necessary direction and support. This phenomenon demonstrates that leadership and discipline need to be viewed as interrelated.

The preliminary conditions identified at the South Buru Regency Housing and Settlement Office indicate that employee attendance, supervision, and the implementation of disciplinary rules require further attention. Inconsistent attendance among temporary employees, suboptimal supervision, and unclear implementation of attendance sanctions may affect the consistency of work processes and the achievement of organizational targets. To establish the urgency of this research more clearly, these conditions should be examined in relation to available organizational records, particularly attendance data, disciplinary records, and employee performance evaluations. Such information can provide an empirical basis for understanding the relationship between leadership practices, work discipline, and employee performance in this institution.

Previous research findings summarized in this thesis generally support the relationship between leadership, discipline, and performance, but also note differences in results across studies. Differences in organizational context, respondent characteristics, indicators, and intermediary variables provide the opportunity to reexamine this relationship in local government agencies in South Buru Regency.

Based on this, this study examines the influence of situational leadership styles on employee performance, their influence on work discipline, the influence of discipline on performance, and the role of work discipline in mediating the relationship between leadership and performance. This focus is of practical importance because the research results can be used as considerations in strengthening leadership practices and discipline management within the South Buru Regency Housing and Settlement Agency.

The research is aimed at answering four questions: (1) does situational leadership style influence employee performance; (2) does situational leadership style influence work discipline; (3) does work discipline influence employee performance; and (4) does work discipline mediate the influence of situational leadership style on employee performance. The aim is to empirically test these four relationships on the research object.

This study contributes to the understanding of employee performance by examining situational leadership style and work discipline within a specific local government institution. The research does not only investigate the direct relationship between situational leadership style and employee performance but also examines the indirect relationship through work discipline. The findings are expected to provide empirical information that can support leadership and discipline management practices at the South Buru Regency Housing and Settlement Office.

2. Literature Review

Situational Leadership Style

Leadership is the process of influencing individuals or groups to willingly work toward organizational goals. In a situational approach, a leader's effectiveness is determined by their ability to read the situation and adapt their leadership behavior to the readiness of their subordinates. Rivai (2009) explains situational leadership as the ability to recognize work environment conditions, diagnose the situation, and adjust their leadership style.

Hersey and Blanchard, as cited in their thesis, describe four main patterns. First, telling, where leaders provide clear instructions and direct supervision when employees still need task direction. Second, selling, where leaders continue to provide direction but accompany it with explanations, support, and efforts to build subordinate acceptance. Third, participating, where leaders encourage participation and communication when employees begin to develop the ability and motivation to get involved. Fourth, delegating, where leaders grant greater trust and authority to employees who are able to work independently.

The research instrument in this thesis operationalizes situational leadership style through five statements: clarity of instructions, supervision of work implementation, providing explanations and support when employees experience difficulties, encouragement to participate in decision-making, and trust to carry out tasks independently. These five aspects represent the range of leader behaviors from directing to delegating.

The four situational leadership styles provide a theoretical basis for understanding the leadership behaviors measured in this study. Telling is reflected in the provision of clear instructions and direct supervision. Selling is represented by the leader's ability to explain tasks and provide support when employees encounter difficulties. Participating is reflected in encouraging employees to contribute to decision-making and work-related discussions. Delegating is represented by the trust given to employees to perform tasks independently. These behaviors illustrate how situational leadership can be adapted to employees' needs and work readiness.

Employee Performance

Employee performance is the work results and behaviors achieved by individuals in carrying out their responsibilities based on organizational standards. Wibowo (2014) emphasizes that performance refers not only to the final result but also to the process by which work is carried out. Ardial (2018) views performance as the quality and quantity of work output in accordance with assigned responsibilities.

Robbins (2016) used performance indicators as a reference in theses, including quantity of work, quality of work, timeliness, effectiveness, and independence. The research questionnaire measured the quality of work results, speed of completion without compromising quality, initiative in finding solutions when facing obstacles, and the ability to work together to achieve targets.

Employee performance in this study is assessed through the quality of work results, speed of task completion without compromising quality, initiative in solving work-related problems, and cooperation in achieving organizational targets. These indicators emphasize that performance is not limited to the quantity of completed tasks but also includes the quality, efficiency, initiative, and collaborative aspects of employees' work. The use of these indicators provides a basis for evaluating performance in relation to the leadership and discipline behaviors examined in this research.

Work Discipline

Work discipline is the awareness and willingness of employees to comply with the regulations, norms, procedures, and responsibilities applicable within the organization. Rivai and Sagala (2013) view discipline as a means to increase employee awareness of complying with organizational regulations. Sintaasih and Wiratama (2013) emphasize that discipline is built through employees' willingness to voluntarily comply with regulations.

Hasibuan (2012) explains that discipline is influenced by personality and environmental factors. Individual values can shape compliance, while the work environment, socialization, interactions, and leadership role models can strengthen or weaken discipline. Therefore, leaders need to implement rules consistently, fairly, and openly.

The discipline indicators in this study refer to Agustini and Dewi (2023), namely attendance, adherence to work procedures, obedience to leadership, awareness of carrying out duties, and responsibility. In the questionnaire, these indicators are reflected in punctuality in attendance, following procedures, carrying out instructions responsibly, completing tasks without constant reminders, and completing work on target.

Relationship Between Variables and Hypothesis Development

Situational leadership style is thought to be positively related to performance because leaders who adjust direction, support, participation, and delegation can help employees understand their roles and complete tasks. Based on these arguments, the following is formulated:

H1: Situational leadership style has a positive effect on employee performance.

Leadership can also shape discipline through exemplary behavior, clear rules, proportional supervision, and consistent follow-up. Thus, it is formulated

H2: Situational leadership style has a positive effect on work discipline.

Discipline enables employees to use their time effectively, comply with procedures, and be responsible for targets. Therefore, it is formulated

H3: Work discipline has a positive effect on employee performance.

Discipline is then positioned as an intermediary mechanism. Appropriate leadership is expected to shape orderly work behavior, and this behavior will encourage better work results.

H4: Situational leadership style has a positive effect on employee performance through work discipline.

The mediation argument is based on the assumption that situational leadership influences employee behavior by adapting direction, support, participation, and delegation to employees' work readiness. These leadership behaviors may strengthen employees' understanding of rules and responsibilities, thereby improving work discipline. Work discipline, in turn, may contribute to employee performance through punctuality, compliance with procedures, and responsible task completion. Accordingly, work discipline is expected to transmit part of the relationship between situational leadership style and employee performance.

3. Method

Research Design and Location

This research employed a quantitative approach with an explanatory approach. The quantitative approach was used to measure research constructs and test hypotheses regarding the relationships between variables. Path analysis was used as the research orientation, with data processing using Structural Equation Modeling based on Partial Least Squares (SEM-PLS).

The research location was the South Buru Regency Housing and Settlement Office. The research, as recorded in this thesis, lasted for three months, from July to September 2025. The unit of analysis was the agency's employees.

Population, Sample, and Respondents

The study population included all 64 employees of the South Buru Regency Housing and Settlement Office. Due to the relatively small population size, the study used a saturated or census sampling technique, so that all members of the population were selected as samples.

Table 1. Population, Sample, and Respondents

Characteristics	Category	Amount	Percentage
Gender	Man	37	57.8%
	Woman	27	42.2%
Years of service	Less than 5 years	7	10.9%
	5–10 years	32	50.0%
	11–15 years	12	18.8%
	More than 15 years	13	20.3%
Age	21–35 years	33	51.6%
	36–45 years	18	28.1%
	45–50 years	11	17.2%
	More than 50 years	2	3.1%

The composition shows that respondents were predominantly male, with 5–10 years of work experience, and aged 21–35. These characteristics suggest that most respondents had moderate work experience and were in the productive age group.

The study applied a census sampling technique because the target population consisted of 64 employees within the selected institution. All members of the population were included as the intended respondents. The respondent profile was described using gender, length of service, and age to provide an overview of the characteristics of the employees participating in the study. These characteristics are relevant for understanding the composition of the research sample, although the study does not specifically test differences in performance based on these demographic categories.

Data Types and Sources

The research data consists of primary and secondary data. Primary data was obtained from employees through questionnaires, supported by interviews and observations, as described in the thesis. Secondary data came from reference books, scientific journals, previous research, agency documents, and other relevant sources. Quantitative data served as the basis for measurement and model testing.

The questionnaire was developed to measure situational leadership style, work discipline, and employee performance using the indicators described in the literature review. The measurement items were organized according to the operational dimensions of each construct and assessed using a Likert scale. The sources of the measurement indicators were identified based on the references used in the study. Any adaptation or modification of the original items should be explained to clarify how the questionnaire was prepared for the organizational context of the South Buru Regency Housing and Settlement Office.

Data Analysis Techniques

The analysis was conducted using the SmartPLS application. The first stage involved descriptive statistics to describe the respondent profile and response tendencies. The second stage involved evaluating the outer model, including convergent validity using outer loadings and Average Variance Extracted (AVE), discriminant validity using HTMT, and reliability using Cronbach's Alpha and Composite Reliability.

The third stage is evaluating the inner model by examining the R-square value and path coefficients. Significance testing is performed through a bootstrapping procedure, taking into account the T-statistic and P-value. The indirect effect is tested to determine whether work discipline mediates the relationship between situational leadership style and employee performance.

PLS-SEM was selected to examine the relationships among the research constructs, including the direct effects and the indirect effect involving work discipline as a mediating variable. The analysis was conducted in two main stages. First, the measurement model was evaluated through indicator loadings, Average Variance Extracted, discriminant validity, and reliability. Second, the structural model was evaluated using the coefficient of determination and the significance of the hypothesized relationships. Bootstrapping was used to assess the statistical significance of the direct and indirect effects. The detailed bootstrapping settings, including the number of subsamples and confidence interval method, should be reported to support methodological transparency and reproducibility.

4. Results And Discussion

Respondent Characteristics

A total of 37 respondents (57.8%) were male and 27 respondents (42.2%) were female. Based on length of service, the 5–10 year group was the largest group, namely 32 people (50.0%), followed by 13 people (20.3%) with a work period of more than 15 years, 12 people (18.8%) with a work period of 11–15 years, and 7 people (10.9%) with less than 5 years.

In terms of age, 33 respondents (51.6%) were in the 21–35 years range, 18 people (28.1%) were 36–45 years old, 11 people (17.2%) were 45–50 years old, and 2 people (3.1%) were over 50 years old. Thus, the respondent profile was dominated by employees aged 21–35 years and had a work period of 5–10 years.

Descriptive Results of Variables

Respondents' assessments were measured using a five-category scale. This thesis uses a 0.8 interval with the following category ranges: 1.00–1.80 very poor; 1.81–2.60 poor; 2.61–3.40 adequate; 3.41–4.20 good; and 4.21–5.00 very good.

Table 2. Descriptive Results of Variables

Variable/Item	Average value	Category
Situational leadership style – GKS1	4.39	Very good
Situational leadership style – GKS2	4.15	Good
Situational leadership style – GKS3	4.04	Good
Situational leadership style – GKS4	4.07	Good
Situational leadership style – GKS5	3.96*	Good
Work discipline – DK1	3.68	Good
Work discipline – DK2	4.10	Good
Work discipline – DK3	4.15	Good
Work discipline – DK4	4.01	Good
Work discipline – DK5	4.17	Good
Employee performance – KP1	4.04	Good
Employee performance – KP2	4.01	Good
Employee performance – KP3	3.96	Good
Employee performance – KP4	4.00	Good

In general, respondents' perceptions of situational leadership styles ranged from good to excellent. GKS1 received the highest score of 4.39, indicating respondents' support for clear instructions. The lowest score in the table was GKS5, with 3.96, but it remained in the good category. These findings indicate that trust and delegation of tasks can still be strengthened.

For the work discipline variable, all indicators were in the good category. DK5 received the highest score of 4.17, while DK1 received the lowest score of 3.68. This indicates that the assessment of attendance is still relatively low compared to other discipline indicators. For employee performance, the average score ranged from 3.96 to 4.04, and all were in the good category, with KP1 having the highest score.

The outer loading results indicate that all indicators exceeded the minimum value of 0.60 applied in this study. However, DK5 obtained the lowest loading value of 0.638 among the indicators. Although the indicator was retained according to the criterion used by the researcher, its relatively lower loading should be acknowledged when interpreting the measurement model. The retention of DK5 should also be considered in relation to its theoretical relevance to the work discipline construct and the overall measurement quality.

Measurement Model Evaluation (Outer Model)

Convergent Validity

An outer model evaluation was conducted to assess the indicators' ability to represent the construct. The thesis set a minimum outer loading limit of 0.60. The first test showed that all indicators had values above this limit, so they were retained in the model.

Table 3. Convergent Validity

Construct	Indicator	Outer loading	Information
Situational leadership style	GKS1	0.693	Valid
	GKS2	0.857	Valid
	GKS3	0.777	Valid
	GKS4	0.881	Valid
	GKS5	0.792	Valid
Work discipline	DK1	0.799	Valid
	DK2	0.748	Valid
	DK3	0.718	Valid
	DK4	0.791	Valid
	DK5	0.638	Valid
Employee performance	KP1	0.789	Valid
	KP2	0.722	Valid
	KP3	0.747	Valid
	KP4	0.684	Valid

The lowest outer loading value was DK5 at 0.638, while the highest was GKS4 at 0.881. Because all values were above the 0.60 threshold used by the researcher, all indicators were declared to meet the convergent validity criteria according to the research procedure.

Average Variance Extracted

Table 4. Average Variance Extracted

Construct	AVE	Criteria	Conclusion
Situational leadership style	0.644	> 0.50	Fulfil
Work discipline	0.549	> 0.50	Fulfil
Employee performance	0.542	> 0.50	Fulfil

The AVE values for all three constructs exceeded 0.50. Thus, each construct was able to explain more than half of the variance in its indicators on average and met the AVE criteria used in this thesis.

Discriminant Validity

The discriminant validity in this thesis was tested using the Heterotrait-Monotrait Ratio (HTMT), with a value criterion below 0.90. The test results showed that the HTMT value between situational leadership style and work discipline was 0.406; between situational leadership style and employee performance was 0.576; and between work discipline and employee performance was 0.867. All values were below 0.90, thus meeting the criteria used by the researcher.

Table 5. Validity

Construct pair	HTML	Criteria	Conclusion
Leadership style – work discipline	0.406	< 0.90	Fulfil
Leadership style – employee performance	0.576	< 0.90	Fulfil
Work discipline – employee performance	0.867	< 0.90	Fulfil

The HTMT results indicate that the values for all construct pairs were below the threshold of 0.90 used in this study. The value between work discipline and employee performance was 0.867, which was the

highest among the reported construct pairs and relatively close to the specified threshold. This result indicates that the two constructs met the criterion applied in the analysis, while also suggesting that their conceptual distinction should be considered carefully because work discipline and performance may be closely related in the organizational context.

Reliability Test

Table 6. Reliability Test

Construct	Cronbach's Alpha	Composite Reliability	Conclusion
Work discipline	0.796	0.858	Reliable
Situational leadership style	0.863	0.900	Reliable
Employee performance	0.719	0.825	Reliable

All Cronbach's Alpha values were above 0.70, and Composite Reliability also exceeded 0.70. These results indicate adequate internal consistency of the instrument. With the validity and reliability criteria as reported met, the measurement model can proceed to structural model testing.

Substantively, the outer model results indicate that the indicators used are sufficiently representative for measuring employee perceptions of situational leadership, work discipline, and performance. However, the measurement results should still be interpreted within the context of the census sample in a single agency and should not be generalized to all regional government agencies.

Structural Model Evaluation (Inner Model)

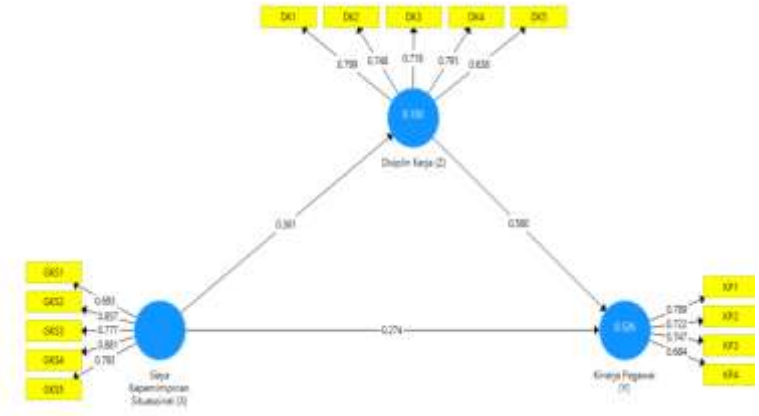

Figure 1. Inner Model Results (Path Analysis)

Figure 1 shows the path coefficient from situational leadership style to work discipline of 0.361, from work discipline to employee performance of 0.580, and the direct influence of situational leadership style on employee performance of 0.274. The R-square value that appears on the work discipline construct is 0.130 and on employee performance is 0.526. Thus, the model shows a direct influence of leadership on performance as well as an indirect path through work discipline. Source: Figure 4.2 in the source thesis, data processed (2026).

Coefficient of Determination

Table 7. Coefficient of Determination

Endogenous variables	R-square	Interpretation
Work discipline (Z)	0.130	13.0% of the variation in work discipline is explained by situational leadership style
Employee performance (Y)	0.526	52.6% of the variation in performance is explained by situational leadership style and work discipline

The R-square value of work discipline of 0.130 indicates that situational leadership style explains 13.0% of the variation in work discipline, while the rest is related to other factors outside the model. The R-square value of employee performance of 0.526 indicates that situational leadership style together with work discipline explains 52.6% of the variation in employee performance. The unexplained portion of variation may be related to other factors not included in the research model. In terms of model structure, work discipline (Z) is an endogenous variable influenced by situational leadership style (X), while employee performance (Y) is influenced by X and Z. Therefore, the interpretation in this article is adjusted to the model structure and the R-square value presented.

Hypothesis Testing Results

Table 8. Hypothesis Testing Results

Hypothesis/path	T-statistic	P-value	Decision
H1: Leadership style → performance	4,627	0,000	Accepted
H2: Leadership style → discipline	3,124	0.002	Accepted
H3: Discipline → performance	5,292	0,000	Accepted
H4: Leadership style → discipline → performance	2,406	0.018	Accepted

The test used bootstrapping. Based on the criteria used in this thesis, a relationship is considered significant if the T-statistic exceeds the reference value of approximately 1.68 and the P-value is less than 0.05. All four paths meet these criteria. A P-value of 0.000 is interpreted as less than 0.001, not a true probability of zero.

The hypothesis testing results show that all four proposed relationships were statistically significant. Situational leadership style had a positive relationship with employee performance, with a reported t-statistic of 4.627 and a p-value below 0.001. It also had a positive relationship with work discipline ($t = 3.124$; $p = 0.002$). Work discipline was positively associated with employee performance ($t = 5.292$; $p < 0.001$). Furthermore, the indirect relationship between situational leadership style and employee performance through work discipline was significant ($t = 2.406$; $p = 0.018$). These findings support the four hypotheses proposed in the research model.

DISCUSSION

The Influence of Situational Leadership Style on Employee Performance

The results of the H1 test showed that situational leadership style has a positive and significant effect on employee performance ($T = 4.627$; $P < 0.001$). This finding indicates that the more appropriately a leader adjusts instructions, supervision, support, participation, and delegation, the better the employee's perception of performance. Leaders who provide clear instructions help employees understand work standards, while support and participation can strengthen a sense of responsibility.

Descriptive results show that the clear instructions indicator scored highest on the leadership construct. This suggests that clarity of direction is a relatively strong aspect. Meanwhile, the confidence to work independently scored lower than the other items in the table, suggesting that delegation and strengthening employee autonomy could be areas for development.

This finding aligns with research by Akbar, Irawan, and Rahman (2023) and Efendi (2020), as summarized in their thesis, which demonstrates a positive relationship between leadership and performance. In the context of the Housing and Settlement Service, situational leadership is relevant because organizational tasks involve administrative and technical work that can have varying levels of complexity.

The Influence of Situational Leadership Style on Work Discipline

The results of H2 showed a positive and significant influence of situational leadership style on work discipline (T = 3.124; P = 0.002). This means that leadership style adjustments are associated with increased employee compliance with work rules and responsibilities. Clear direction, consistent supervision, and support when employees face difficulties can reduce uncertainty and encourage orderly work behavior.

The practical implication is that leaders need to enforce rules fairly and consistently, while still considering employee readiness. Supervision is not only a corrective action, but also a means of coaching and communicating work standards.

The Influence of Work Discipline on Employee Performance

The results of H3 indicate that work discipline has a positive and significant effect on employee performance (T = 5.292; P < 0.001). The T-statistic value for this path is the highest among the reported direct influences, so work discipline appears to be a strong factor in the research model. Employees who arrive on time, follow procedures, carry out instructions, and are accountable to targets will have a behavioral foundation that supports consistent work completion.

Descriptive findings indicate that the discipline indicator related to attendance achieved the lowest average within the discipline construct, although it still qualifies as good. This is important to note, given that the research background also noted inconsistent absence issues. Proportional improvements in attendance recording, schedule communication, supervision, and follow-up on violations could strengthen discipline.

These findings align with research by Amalia and Rudiansyah (2019) and Mulyono, Idayanti, and Pertiwi (2021), summarized in their thesis, which found that work discipline is related to employee performance. For agencies, discipline should be viewed as a system of habituation and accountability, not simply the enforcement of sanctions.

The Role of Work Discipline Mediation

The results of H4 showed a positive and significant indirect effect of situational leadership style on employee performance through work discipline (T = 2.406; P = 0.018). Thus, work discipline acts as a mediating variable. This finding indicates that the influence of leadership is not only directly related to performance but also occurs through the formation of disciplinary behavior.

Managerially, leaders need to link direction and support to measurable standards of behavior. When employees understand their tasks, receive support as needed, and consistently understand the rules and consequences, disciplined behavior is more likely to develop. This behavior, in turn, supports quality, timeliness, initiative, and cooperation in task completion.

These results provide empirical support for the model that positions discipline as a connecting mechanism between leadership and performance in the institutions studied. However, the magnitude of the indirect effect and the classification of partial or full mediation cannot be determined solely from the available T-statistic and P-value; full direct and indirect path coefficients are required.

5. Conclusion

Based on the results of the analysis of 64 employees of the South Buru Regency Housing and Settlement Office, this study produced four main conclusions. First, situational leadership style has a positive and significant effect on employee performance. Adjustments in direction, supervision, support, participation, and delegation are associated with improved performance. Second, situational leadership style has a positive and significant effect on work discipline. Third, work discipline has a positive and significant effect on employee performance. Fourth, work discipline significantly mediates the relationship between situational leadership style and employee performance.

Implications and Recommendations

The Housing and Settlement Agency needs to strengthen situational leadership practices by mapping employee capabilities and readiness, providing clear instructions, providing support when facing obstacles, involving employees in operational decisions, and ensuring delegation with accountability. Supervision should be constructive and consistent. Strengthening discipline can be achieved through easy-to-understand attendance standards and work procedures, systematic attendance recording, regular evaluations, clear division of responsibilities, and fair application of rewards and consequences. Performance assessments should be linked to the quality of results, timeliness, problem-solving initiative, and cooperation. It is recommended that future research expand the sample to include several regional government agencies, increase the number of respondents, and consider other factors such as motivation, competence, work environment, communication, and organizational culture. Reporting of PLS-SEM results should also include path coefficients, confidence intervals, effect sizes, and details of mediation tests to more fully assess the strength of the relationships.

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