

The Influence Of Contingency Leadership Style And Work Discipline On The Performance Of Asn Of The Lahat Regency Fisheries Service

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Abstract

Civil Servant performance is an important factor in supporting the achievement of organizational goals, but the performance achievements of the Lahat Regency Fisheries Service still show fluctuations. This study aims to analyze the influence of contingency leadership style and work discipline on the performance of Civil Servant of the Lahat Regency Fisheries Service. The study uses a quantitative approach with a descriptive method. The population consists of 56 Civil Servants, with 53 employees as samples selected using saturated sampling techniques. Data were collected through a Likert Scale questionnaire and analyzed using SPSS through validity tests, reliability, MSI, classical assumptions, multiple linear regression, correlation, determination, F test, and t test. The results showed that contingency leadership style had a negative and insignificant effect on performance, while work discipline had a positive and significant effect on performance. Simultaneously, both variables influenced performance with an Adjusted R Square of 55.2%. In conclusion, work discipline is a factor that plays a significant role in improving Civil Servant performance, while contingency leadership style has not shown a significant effect.

Keywords : Work Discipline, Contingency Leadership Style, ASN Performance, Public Organization, Human Resources

INTRODUCTION

Human resource management is a crucial component of implementing management functions, encompassing planning, organizing, implementing, and supervising human resources within an organization (Arysandi & Husniati, 2022). Effective human resource management is essential to support the competitive advantage of public organizations, as the organization's sustainability and success are heavily

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IJEBIR, Volume 05 Issue 06, 2026



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influenced by its ability to optimally manage human resources and address changes and challenges in the external environment (Nawipa et al., 2025). In an organizational context, performance is a crucial aspect, reflecting work outcomes and the level of achievement of established targets. Employee performance is also influenced by various factors, including leadership and work discipline. Therefore, employee performance requires organizational attention (Puan Maharani et al., 2021).

Employee performance plays a crucial role in supporting the achievement of company or agency goals because good performance can help an organization achieve its stated objectives and maintain its sustainability (Khaeruman et al., 2021). This situation is also relevant to the Lahat Regency Fisheries Service, a Regional Apparatus Organization within the Lahat Regency Government tasked with managing, developing, and supervising the fisheries sector. Employee performance at this agency can be seen through the successful implementation of programs and the achievement of fisheries sector targets. Data on the achievement of capture fisheries development targets shows fluctuations, namely in 2022 the realization reached 400 tons from the target of 406 tons or 98.52%, then decreased to 28.29 tons from the target of 400 tons or 7.072% in 2023. In 2024 the realization increased to 333.2 tons from the target of 408 tons or 81.67%, but decreased again in 2025 to 330.58 tons from the target of 416.16 tons or 79.44%. This condition indicates that the achievement of work results has not been consistently implemented according to the set targets.

These performance issues require attention because ASN performance is an internal factor that plays a role in the implementation of programs and activities at the Lahat Regency Fisheries Service. One factor related to this condition is contingency leadership style. Contingency leadership style emphasizes that leadership effectiveness is determined by the suitability of the leadership style to the conditions faced by the organization, including the organizational structure, characteristics of subordinates, and the type of tasks to be completed (Sawitri & Nugraha, 2024). The results of a pre-survey of 20 employees showed that there were still differences in assessments on several indicators. Regarding the relationship between leaders and employees, there was still a neutral assessment of 15% and strongly disagreed with 5%, while regarding the clarity of the criteria for assessing work results, there was a neutral assessment of 10% and disagreed with 5%. Regarding the aspect of providing rewards based on work results, the majority of employees gave a positive assessment, although there was still 10% who gave a neutral assessment. This condition indicates that the implementation of contingency leadership style still requires attention, especially in building working relationships, explaining the criteria for assessing work results, and providing rewards based on employee performance.

Besides leadership, work discipline is another issue related to employee



performance. Work discipline reflects employees' attitudes and behaviors in complying with regulations, work standards, and responsibilities established by the organization. A high level of discipline is expected to encourage the effectiveness and efficiency of task implementation so that organizational goals can be optimally achieved (Samsudin et al., 2024). Based on an informal interview with an employee of the Lahat Regency Fisheries Service on June 20, 2026, there were still employees who experienced late arrivals or leaving early due to urgent matters. Attendance data from January to May 2026 showed a fluctuating number of late employees, namely 10 people in January, 9 people in February, 19 people in March, 18 people in April, and 16 people in May. This condition indicates that there are still employees who have not consistently adhered to the provisions of working hours, so that work discipline is not fully optimal.

The research problem is also evident in the differences in the results of previous studies regarding the relationship between leadership and work discipline on performance. Azijah et al. (2024) showed that leadership significantly influences performance, while Situmorang et al. (2021) found that leadership style does not significantly influence performance. Regarding the work discipline variable, Ariesni and Asnur (2021) showed a significant influence on performance, while Uleng et al. (2023) found that work discipline did not significantly influence performance. Furthermore, Sasue et al. (2021) showed that leadership style and work discipline significantly influence performance, while Basri et al. (2024) showed that leadership style and work discipline did not significantly influence performance. These differences in results indicate a research gap that needs further study at the Lahat Regency Fisheries Service.

Based on the phenomenon of inconsistent performance, problems in the application of contingency leadership style and work discipline, and the gaps in previous research results, this study aims to determine and analyze the influence of contingency leadership style and work discipline on the performance of ASN at the Lahat Regency Fisheries Service. This research is important to provide information and input for the Lahat Regency Fisheries Service in implementing contingency leadership style and improving ASN work discipline optimally so that it can support the improvement of ASN performance. Theoretically, this study is expected to be a reference in the development of human resource management studies related to contingency leadership style, work discipline, and ASN performance. The novelty of this study lies in testing contingency leadership style and work discipline on performance specifically on ASN at the Lahat Regency Fisheries Service, by considering empirical phenomena and research gaps found in previous studies.

RESEARCH METHODS

This research was conducted at the Lahat Regency Fisheries Service to determine

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IJEBIR, Volume 05 Issue 06, 2026



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the effect of contingency leadership style and work discipline on civil servant performance. The study used a descriptive analysis method with a quantitative approach, aiming to describe phenomena systematically, factually, and accurately based on numerical data. According to Sugiyono (2023), the quantitative approach is based on the philosophy of positivism and is used to examine specific populations or samples through data collection using research instruments and statistical analysis to test predetermined hypotheses.

The research data were collected using a questionnaire with a Likert Scale to measure contingency leadership style, work discipline, and ASN performance. According to Sugiyono (2023), a questionnaire is a data collection technique through providing written questions or statements to respondents, while the Likert Scale is used to measure attitudes, opinions, and perceptions of social phenomena. The data obtained were analyzed in stages using SPSS, starting from the validity and reliability test of the instrument, the transformation of ordinal data into intervals using the Method of Successive Interval (MSI), the classical assumption test including normality, multicollinearity, and heteroscedasticity, then multiple linear regression analysis, correlation coefficient, coefficient of determination, model feasibility test using the F test, and partial test using the t test.

The study population was all 56 civil servants at the Lahat Regency Fisheries Service, excluding the Head of the Lahat Regency Fisheries Service. According to Sugiyono (2023), a population is the entire object or subject that has certain characteristics to be studied and conclusions drawn. Sampling used a saturated sampling technique, namely making all members of the population who meet the criteria as research respondents. From this population, 53 employees were selected as research respondents, excluding the Head of the Lahat Regency Fisheries Service.

The research procedure was carried out by collecting primary data through questionnaires to employees of the Lahat Regency Fisheries Service and secondary data through internal employee documents, academic journals, reference books, and relevant previous studies. The questionnaire was used to obtain data on contingency leadership style, work discipline, and ASN performance using a Likert Scale. The collected data were then tested for validity and reliability, transformed using MSI, and then analyzed through classical assumption tests and statistical analysis using SPSS to examine the effect of contingency leadership style and work discipline on ASN performance.



RESULTS AND DISCUSSION**Respondent Profile****1. Respondent Characteristics Based on Gender****Table 1. Respondent Characteristics Based on Gender**

Gender	Frequency (people)	Percentage (%)
Man	24	45.3
Woman	29	54.7
Total	53	100

Source: Processed primary data, 2026

Based on Table 1 above, it can be seen that the Lahat Regency Fisheries Service has fewer male employees than female employees. This is indicated by the percentage of respondents, which is 54.7%, while 45.3% of respondents are male.

2. Respondent Characteristics Based on Age**Table 2. Respondent Characteristics Based on Age**

Age (Years)	Frequency (people)	Percentage (%)
18 – 23	2	3.8
24 – 29	10	18.9
30 – 35	11	20.8
36 – 41	12	22.6
> 41	18	34
Total	53	100.1

Source: Processed primary data, 2026

Based on the data in Table 2, the respondents in this study, employees of the Lahat Regency Fisheries Service, had a varied age range. The largest age group was respondents aged > 41 years, with 18 people, or 34% of the total respondents. Furthermore, respondents aged 36-41 years numbered 12 people, or 22.6%. The 30-35 age group numbered 11 people, or 20.8%, while respondents aged 18-23 years were the smallest group, with 2 people, or 3.8%.

3. Respondent Characteristics Based on Length of Service**Table 3. Respondent Characteristics Based on Length of Service**

Length of Service (Years)	Frequency (people)	Percentage (%)
1 – 5	38	71.7
6 – 10	12	22.6

11 – 15	2	3.8
> 15	1	1.9
Total	53	100

Source: Processed primary data, 2026

Based on Table 3, it is known that the majority of employees at the Lahat Regency Fisheries Service have a work period of 1-5 years, namely 38 people or 71.7% of the total respondents. Furthermore, employees with a work period of 6-10 years numbered 12 people or 22.6%. Meanwhile, employees with a work period of 11-15 years numbered 2 people or 3.8%, while respondents with a work period of more than 15 years were the smallest group, namely 1 person or 1.9%.

4. Respondent Characteristics Based on Employment Status

Table 4. Respondent Characteristics Based on Employment Status

Employee Status	Frequency (people)	Percentage (%)
civil servant	12	22.6
PPPK	41	77.4
Total	53	100

Source: Processed primary data, 2026

Based on Table 4, 41 employees at the Lahat Regency Fisheries Service are Government Employees with Work Agreements (PPPK), representing 77.4% of the total respondents. Meanwhile, 12 respondents are Civil Servants (PNS), representing 22.6%.

5. Respondent Characteristics Based on Education

Table 5. Respondent Characteristics Based on Education

Education	Frequency (people)	Percentage (%)
High School/Vocational School/Equivalent	34	64.2
Diploma (D1/D2/D3)	3	5.7
Bachelor 1 (S1)/Diploma 4 (D4)	15	28.3
Postgraduate (S2/S3)	1	1.9
Total	53	100

Source: Processed primary data, 2026

Based on Table 5, the majority of employees at the Lahat Regency Fisheries Service have a high school/vocational high school/equivalent education level, namely 34



people or 64.2% of the total respondents. Furthermore, respondents with a bachelor's degree/Diploma 4 (D4) education level numbered 15 people or 28.3%. Meanwhile, employees with a diploma (D1/D2/D3) education level were 3 people or 5.7% and respondents with a postgraduate education level (S2/S3) were 1 person or 1.9%.

6. Respondent Characteristics Based on Marital Status

Table 6. Respondent Characteristics Based on Marital Status

Marital status	Frequency (people)	Percentage (%)
Not married yet	13	24.5
Marry	40	75.5
Total	53	100

Source: Processed primary data, 2026

Based on Table 6, the majority of employees at the Lahat Regency Fisheries Service are married, representing 40 people, or 75.5% of the total respondents. Meanwhile, 13 respondents, or 24.5%, are single.

Categorization of Research Variable Description Values

Table 7. Class Interval Scores

Category	Interval Score
Very Low	53 – 95
Low	96 – 138
Currently	139 – 181
Tall	182 – 224
Very high	225 – 265

Source: Processed by Researchers, 2026

1. Respondents' Answers to the Contingency Leadership Style Variable (X1)

Table 8. Frequency Distribution of Respondents' Responses to the Contingency Leadership Style Variable (X1)

No	Statement	Respondents' Responses					Av era ge Sc ore	TC R (%)	Tot al Sco re	Not e
		ST S	TS	N	S	SS				
		F	F	F	F	F				
1	Leaders trust subordinates	0	1	4	33	15	4.17	83.40	221	Tall

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No	Statement	Respondents' Responses					Average Score	TC R (%)	Total Score	Note
		STS	TS	N	S	SS				
		F	F	F	F	F				
	in carrying out tasks									
2	The leader conveys information clearly	1	0	2	32	18	4.25	85.40	221	Tall
3	The leadership is willing to listen to employees' opinions	0	0	8	29	16	4.15	83.02	220	Tall
4	The leader invites employees to work together to complete the work.	0	1	2	31	19	4.28	85.66	227	Tall
5	The leader explains the duties and responsibilities clearly.	0	1	2	32	19	4.36	87.17	231	Tall
6	The leadership establishes clear work rules (SOP)	0	1	1	27	24	4.40	87.92	233	Tall
7	Leaders provide clear work targets	0	0	4	25	24	4.38	87.55	232	Tall

No	Statement	Respondents' Responses					Average Score	TC R (%)	Total Score	Note
		STS	TS	N	S	SS				
		F	F	F	F	F				
	to employees									
8	Leaders assess employee work results based on clear criteria	0	0	2	30	21	4.36	87.17	231	Tall
9	The leader gives sanctions to employees for violations committed	0	1	1	28	23	4.38	87.55	232	Tall
10	The leader makes decisions regarding the implementation of work in the work unit	0	0	1	33	19	4.34	86.79	230	Tall
11	Leaders play a role in determining employee job promotions	0	1	2	30	20	4.30	86.04	228	Tall
12	Leaders play a role in assessing	0	0	2	33	18	4.30	86.04	228	Tall

No	Statement	Respondents' Responses					Average Score	TC R (%)	Total Score	Note
		STS	TS	N	S	SS				
		F	F	F	F	F				
	employee performance									
Average							51.8	85.98	2734	Tall

Source: Processed data, 2026

Based on Table 8, the distribution of respondents' answers on the Contingency Leadership Style variable (X1) shows that all indicators are in the high category. On the leader-subordinate relationship indicator, the majority of respondents stated that they agreed and strongly agreed with the leader's trust (62%; 28%), clear delivery of information (60%; 34%), openness to employee opinions (55%; 30%), and cooperation in completing work (58%; 36%), with scores of 221, 221, 220, and 227, respectively. On the task structure indicator, respondents rated high the clarity of tasks and responsibilities (60%; 36%; score 231), work rules or SOPs (51%; 45%; score 233), work targets (47%; 45%; score 232), and assessments based on clear criteria (57%; 40%; score 231). In the position power indicator, respondents highly rated the application of sanctions according to violations (53%; 43%; score 232), leadership decision-making (62%; 36%; score 230), the role of leadership in job promotions (57%; 38%; score 228), and employee performance appraisals (62%; 34%; score 228).

Overall, the 12 Contingency Leadership Style indicators scored a total of 2,734, with an average score of 51.8, and an average TCR of 85.9%. This score is considered high, indicating that respondents assessed that the implementation of the contingency leadership style at the Lahat Regency Fisheries Service had been implemented well and was in accordance with the conditions and needs of the organization.

2. Respondents' Answers to the Work Discipline Variable**Table 9. Frequency Distribution of Respondents' Responses to the Work Discipline Variable (X2)**

No	Statement	Respondents' Responses					Average Score	TCR	Total Score	Note
		STS	TS	N	S	SS				
		F	F	F	F	F				
1	I always arrive at work on time.	1	0	1	35	16	4.23	84.53	224	Tall
2	I come home from work according to the specified working hours.	1	1	0	38	13	4.15	83.02	220	Tall
3	I am rarely late for work.	2	0	1	32	17	4.11	82.26	218	Tall
4	I do not leave work without permission from my superior.	1	0	1	34	17	4.25	84.91	225	Tall
5	I follow the applicable work rules (SOP).	1	1	0	32	19	4.26	85.28	226	Tall
6	I carry out instructions from my superiors well.	1	1	0	29	22	4.32	86.42	229	Tall
7	I did not break any rules at work.	2	2	0	28	21	4.21	84.15	223	Tall
8	I use work attributes/uniforms in accordance with applicable regulations.	1	0	2	26	24	4.36	87.17	231	Tall



No	Statement	Respondents' Responses					Average Score	TCR	Total Score	Note
		STS	TS	N	S	SS				
		F	F	F	F	F				
9	I carry out tasks according to the work rules that apply at the place I work.	1	0	2	22	28	4.43	88.68	235	Tall
10	I completed the work according to the specified standards.	1	0	0	26	26	4.43	88.68	235	Tall
11	I follow the work instructions given by my superior.	1	0	0	24	28	4.53	90.57	240	Tall
12	My work results are in accordance with the targets set.	1	2	0	26	24	4.32	86.42	229	Tall
13	I work carefully.	1	0	0	25	27	4.45	89.06	236	Tall
14	I work carefully so that no mistakes occur.	2	0	0	23	28	4.42	88.30	234	Tall
15	I stay focused while working.	1	1	1	25	25	4.36	87.17	231	Tall
16	I am not careless in doing my assignments.	1	0	1	25	26	4.42	88.30	234	Tall
17	I am polite to my superiors and coworkers.	1	0	0	27	25	4.42	88.30	234	Tall
18	I am responsible for my work.	1	0	0	23	29	4.49	89.81	238	Tall

No	Statement	Respondents' Responses					Average Score	TCR	Total Score	Note
		STS	TS	N	S	SS				
		F	F	F	F	F				
19	I protect the good name of the place where I work.	1	1	0	25	26	4.40	87.92	233	Tall
20	I work honestly.	1	0	1	23	28	4.45	89.06	236	Tall
Average							87	87	4,611	Tall

Source: Processed data, 2026

Based on Table 9, all 20 indicators of the Work Discipline variable (X2) are in the high category. This indicates that employees of the Lahat Regency Fisheries Service have good discipline, as reflected in punctuality, adherence to working hours and SOPs, carrying out tasks according to rules and standards, compliance with leadership directives, accuracy, focus, professionalism, responsibility, and honesty in their work.

Overall, the Work Discipline variable obtained a total score of 4,611, an average score of 87, and an average TCR of 87%. This score is considered high, indicating that employee work discipline has been implemented effectively through compliance with regulations, punctuality, responsibility, and work execution in accordance with applicable regulations.

3. Respondents' Answers to Performance Variables

Table 10. Frequency Distribution of Respondents' Responses to Employee Performance Variables (Y)

No	Statement	Respondents' Responses					Average Score	TCR	Total Score	Note
		STS	TS	N	S	SS				
		F	F	F	F	F				
1	Employees work conscientiously.	2	0	0	18	33	4.51	90.19	239	Tall
2	Employees produce neat	1	1	0	24	27	4.42	88.30	234	Tall



No	Statement	Respondents' Responses					Average Score	TCR	Total Score	Note
		STS	TS	N	S	SS				
		F	F	F	F	F				
	and easy-to-understand work.									
3	Employees complete work according to established standards.	1	0	1	28	23	4.36	87.17	231	Tall
4	Employees are able to complete all assigned tasks.	1	0	1	26	25	4.40	87.92	233	Tall
5	Employees can complete tasks quickly without reducing the quality of work results.	1	0	0	26	26	4.49	89.81	238	Tall
6	Employees are able to achieve predetermined work targets.	1	0	0	26	26	4.43	88.68	235	Tall
7	Employees complete work according to the time (deadline)	1	1	0	27	24	4.36	87, 17	231	Tall

No	Statement	Respondents' Responses					Average Score	TCR	Total Score	Note
		STS	TS	N	S	SS				
		F	F	F	F	F				
	that has been set.									
8	Employees are rarely late in completing tasks.	1	0	2	23	27	4.42	88.30	234	Tall
9	Employees utilize working time effectively and efficiently.	1	0	1	25	26	4.43	88.68	235	Tall
10	Employees are able to achieve the work goals that have been set.	1	1	1	24	26	4.38	87.55	232	Tall
11	Employees complete work according to predetermined goals.	1	0	0	26	26	4.43	88.68	235	Tall
12	Employees produce work that is useful and in accordance with the needs of the organization.	1	1	0	24	27	4.47	89.43	237	Tall

No	Statement	Respondents' Responses					Average Score	TCR	Total Score	Note
		STS	TS	N	S	SS				
		F	F	F	F	F				
13	Employees show initiative in completing work without always having to be directed.	1	1	0	26	25	4.38	87.55	232	Tall
14	Employees are able to make their own decisions in completing work.	1	1	0	28	22	4.28	85.66	227	Tall
15	Employees remain responsible for completing work even if their superiors do not supervise them directly.	1	1	0	25	26	4.40	87.92	233	Tall
Average							66.15	88.20	3,506	Tall

Source: Processed data, 2026

Based on Table 10, all 15 indicators of the Employee Performance variable (Y) are in the high category. This indicates that employees of the Lahat Regency Fisheries Service are able to work meticulously, produce neat and standardized work, complete tasks on time, achieve work targets and objectives, utilize time effectively, produce useful work, and demonstrate initiative, independence, and responsibility in carrying out their work.

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Overall, the Employee Performance variable obtained a total score of 3,506, an average score of 66.15, and an average TCR of 88.20%. This value is considered high, indicating that employee performance at the Lahat Regency Fisheries Service has been carried out well.

Research Instrument Testing

1. Validity Test Results

Table 11. Results of the Validity Test of the Questionnaire for the Contingency Leadership Style Variable (X1)

Statement	R Table Value	R-value calculation	Information
Statement 1	0.2706	0.770	Valid
Statement 2	0.2706	0.887	Valid
Statement 3	0.2706	0.740	Valid
Statement 4	0.2706	0.917	Valid
Statement 5	0.2706	0.893	Valid
Statement 6	0.2706	0.858	Valid
Statement 7	0.2706	0.758	Valid
Statement 8	0.2706	0.856	Valid
Statement 9	0.2706	0.866	Valid
Statement 10	0.2706	0.704	Valid
Statement 11	0.2706	0.743	Valid
Statement 12	0.2706	0.764	Valid

Source: Primary data from data processing, 2026

Based on Table 11, it is shown that the R value for each statement item in the questionnaire related to the Contingency Leadership Style variable (X1) exceeds the criteria.

These results indicate that all statement items in the questionnaire have met the validity criteria and are therefore suitable for use as a research instrument. Furthermore, the results of the validity test on the statement items in the Work Discipline variable (X2) are presented in the following table.

Table 12. Results of the Validity Test of the Work Discipline Variable Questionnaire (X2)

Statement	R Table Value	R-value calculation	Information
Statement 1	0.2706	0.809	Valid

Statement	R Table Value	R-value calculation	Information
Statement 2	0.2706	0.871	Valid
Statement 3	0.2706	0.822	Valid
Statement 4	0.2706	0.685	Valid
Statement 5	0.2706	0.846	Valid
Statement 6	0.2706	0.859	Valid
Statement 7	0.2706	0.670	Valid
Statement 8	0.2706	0.818	Valid
Statement 9	0.2706	0.852	Valid
Statement 10	0.2706	0.808	Valid
Statement 11	0.2706	0.798	Valid
Statement 12	0.2706	0.765	Valid
Statement 13	0.2706	0.715	Valid
Statement 14	0.2706	0.816	Valid
Statement 15	0.2706	0.860	Valid
Statement 16	0.2706	0.802	Valid
Statement 17	0.2706	0.830	Valid
Statement 18	0.2706	0.763	Valid
Statement 19	0.2706	0.810	Valid
Statement 20	0.2706	0.830	Valid

Source: Primary data from data processing, 2026

Based on Table 12, it is known that all statement items in the Work Discipline variable (X2) have calculated R values that meet the validity test criteria. Thus, all statement items in this variable are declared valid and suitable for use as research instruments. Furthermore, the results of the validity test on the statement items in the Performance variable (Y) are presented in the following table.

Table 13. Results of the Validity Test of the Performance Variable Questionnaire

Statement	R Table Value	R-value calculation	Information
Statement 1	0.2706	0.813	Valid
Statement 2	0.2706	0.844	Valid
Statement 3	0.2706	0.740	Valid
Statement 4	0.2706	0.835	Valid
Statement 5	0.2706	0.817	Valid
Statement 6	0.2706	0.727	Valid
Statement 7	0.2706	0.878	Valid
Statement 8	0.2706	0.822	Valid
Statement 9	0.2706	0.844	Valid
Statement 10	0.2706	0.794	Valid
Statement 11	0.2706	0.781	Valid
Statement 12	0.2706	0.868	Valid
Statement 13	0.2706	0.871	Valid
Statement 14	0.2706	0.701	Valid
Statement 15	0.2706	0.893	Valid

(Y)

Source: Primary data from data processing, 2026

Based on Table 13, it is known that the calculated R value for each statement item of the performance variable (Y) has met the validity testing criteria. Thus, all statement items are declared valid.

Reliability Test Results**Table 14. Results of the Reliability Test of the Contingency Leadership Style, Work Discipline, and Performance Variables**

Variables	Cronbach's Alpha	Decision
Contingency Leadership Style	0.953	Reliable
Work Discipline	0.969	Reliable
Performance	0.963	Reliable

Source: Primary data from data processing, 2026

Based on the Table 14 it is known that the Cronbach's Alpha value for the Performance variable (Y) is 0.963, the Contingency Leadership Style variable (X1) is

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0.953, the Work Discipline variable (X2) is 0.969, and Performance (Y) is 0.963, so it can be concluded that the three variables in this study are declared reliable and worthy of being analyzed in the next stage.

Method of Successive Interval (MSI) Results

Method *Method of Successive Interval* (MSI) is used to transform ordinal data into interval data using the MSI add-in feature in Microsoft Excel 2021. This transformation is performed to ensure the data meets the requirements for parametric statistical analysis. The MSI method is applied to all research variables, both independent and dependent, taking into account the characteristics of each variable. (Sugiyono, 2023). The complete results of data transformation using the MSI method are presented in Appendix 3.

Classical Assumption Test Results

1. Normality Test Results

Table 15. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		53
Normal Parameters ^{a,b}	Mean	0.0000000
	Standard Deviation	6039,252880
Most Extreme Differences	Absolute	0.063
	Positive	0.063
	Negative	-0.052
Test Statistics		0.063
Asymp. Sig. (2-tailed) ^c		0.200 ^d

a. Test distribution is Normal.

b. Calculated from data.

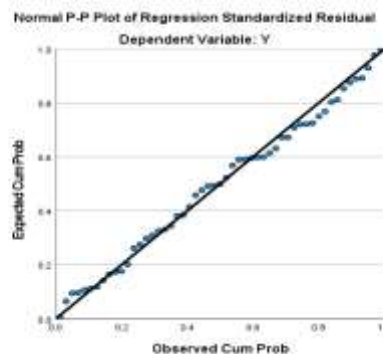
c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: Primary data from data processing, 2026



**Figure 1. Normal PP Plot Graph of Normality Test**

Source: SPSS, 2026

Based on Table 15 and Figure 1, it can be shown that the Asym. Significance value of 0.200 is greater than the significance reference value (0.05), which indicates that the data tested is normally distributed.

2. Multicollinearity Test Results

Table 16. Multicollinearity Test Results

Variables	Tolerance	VIF
Contingency Leadership Style	0.990	1,010
Work Discipline	0.990	1,010

Source: Primary data from data processing, 2026

Based on Table 16, the results of the multicollinearity test can be seen that the Variance Inflation Factor (VIF) value for the Total X1 and Total X2 variables are each 1.010, where the value is below the maximum limit set, which is 10. In addition, the Tolerance value for both variables is 0.990, which is greater than the minimum threshold of 0.10. Based on the multicollinearity testing criteria, namely $Tolerance > 0.10$ and $VIF < 10$, it can be concluded that there are no symptoms of multicollinearity between the independent variables in the regression model in this study.

3. Heteroscedasticity Test Results

Table 17. Results of Heteroscedasticity Test

Coefficients ^a					
Model	Unstandardized B	Coefficient Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	6018,518	3886,069		1,549	0.128

Leadership Style Contingency	0.042	0.065	0.091	0.701	0.518
Work Discipline	-0.045	0.046	-0.137	-0.989	0.332
a. Dependent Variable: Abs RES					

Source: Primary data from data processing, 2026

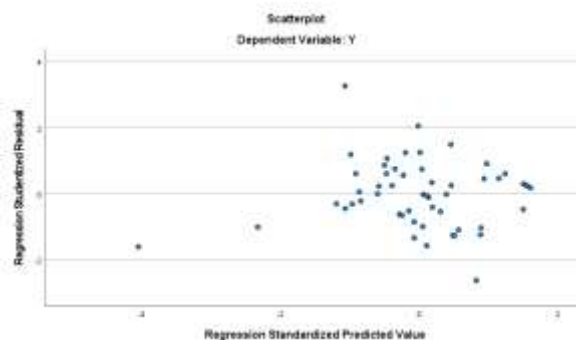


Figure 2. Scatterplot Graph of Heteroscedasticity Test

Source: SPSS, 2026

Based on Table 17 and Figure 3, it can be seen that the significance values for the Contingency Leadership Style (X1) and Work Discipline (X2) variables are each above the 0.05 threshold. Thus, the test results indicate that the regression model does not experience symptoms of heteroscedasticity.

Statistical Test Results

1. Results of Multiple Linear Regression Analysis

Table 18. Results of Multiple Linear Regression Analysis Test

Coefficients ^a						
Model		Unstandardized B	Coefficients Error Std.	Standardized Coefficient Beta	t	Sig.
1	(Constant)	13831,697	6122,140		2,259	0.028
	Leadership Style Contingency	-0.080	0.102	-0.073	-0.786	0.435
	Discipline Work	0.594	0.073	0.758	8,132	< 0.001

a. Dependent Variable: Y

Source: Primary data from data processing, 2026

Based on Table 18 of the regression equation model, the decisions that can be taken are as follows:

$$Y = 13831.697 - 0.080X_1 + 0.594X_2 + e$$

Based on the regression equation model, the conclusions that can be drawn are as follows:

- A. **The constant is 13,831.697** shows that if Contingency Leadership Style (X1) and Work Discipline (X2) have a constant or zero value, then Employee Performance (Y) is 13,831.697.
- B. **The Contingency Leadership Style Coefficient (X1) is -0.080** shows a negative relationship with Employee Performance. Every one unit increase in X1 decreases Employee Performance by 0.080 units. However, this effect is not significant because the significance value of $0.435 > 0.05$.
- C. **Work Discipline Coefficient (X2) is 0.594** shows a positive relationship with Employee Performance. Every one-unit increase in Work Discipline increases Employee Performance by 0.594 units.

2. Results of Analysis of Coefficient (r) and Coefficient of Determination (R²)

Table 19. Results of Correlation and Determination Tests

<i>Model Summary</i>				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.755a	0.569	0.552	6158.85366
a. Predictors: (Constants) Work Discipline, Contingency Leadership Style				

Source: Primary data from data processing, 2026

Based on Table 19, the correlation coefficient (r) value is 0.755 based on (Table 3.2 page 37) the correlation coefficient interpretation guidelines (table) the value is included in the strong category. This indicates that there is a strong positive relationship between contingency leadership style (X1) and work discipline (X2) on employee performance (Y).

Meanwhile, the results of the coefficient of determination test obtained an adjusted R Square value of 0.552. This indicates that 55.2% of the variation in employee performance (Y) can be explained by the contingency leadership style (X1) and work discipline (X2) variables in this regression model. The remaining 44.8% is influenced by other variables outside the study, such as work motivation, compensation, work environment, organizational culture, and job satisfaction.



3. Model Feasibility Results**Table 20. F Test Results**

ANOVA							
Model		Sum of squares	df	Mean square	F Count	F Table	Sig.
1	Regression	2508528662	2	1254264331	33,067	3,183	<0.001b
	Residual	1896573918	50	37931478.36			
	Total	4405102580	52				

a. Dependent Variable: Total Y

b. Predictors: (Constant), Total X2, Total X1

Source: Primary data from data processing, 2026

Based on Table 20, it can be concluded that the F value_{count} of 33.067 with a significance value of <0.001. The F_{table} value is obtained using the formula $F_{table} = df_1$ as the numerator with the formula $k = 2$ then df_2 as the denominator with the formula $(n - k - 1) = (53 - 2 - 1) = 50$, so that at the significance level $\alpha = 0.05$, the F_{table} value is 3.183. Because the F_{count} value is $33.067 > F_{table} 3.183$ and the significance value is $0.001 < 0.05$, it can be concluded that the regression model in this study is declared suitable for use in the model feasibility test.

4. T-test results**Table 21. Results of the t-test**

Coefficients ^a						
	Model	Unstandardized B	Standardized Coefficient Beta	t count	t table	Sig.
1	(Constant)	13831,697		2,259		0.028
	Leadership Style Contingency	-0.080	-0.073	-0.786	2,009	0.435
	Discipline Work	0.594	0.758	8,132	2,009	< 0.001

a. Dependent Variable: Employee Performance

Source: Primary data from data processing, 2026

H1: Contingency Leadership Style has a negative and insignificant effect on the Performance of ASN Employees at the Lahat Regency Fisheries Service.



Based on table 21 results of the t-test (partial), the t-table value is obtained using the t-formula $t_{table df} = n - k - 1 = 50$ with $sig.\alpha/2 = 0.05/2 = 0.025$, so the ttable value is 2.009. Based on the test results, the contingency leadership style variable (X1) obtained a tcount value of -0.786 with a significance value of $0.435 > 0.005$. Because the tcount value is $-0.786 < t_{table} 2.009$. And the significance value is 0.435. This shows that the contingency leadership style (X1) has a negative effect and does not have a significant effect on employee performance (Y), so hypothesis one (H1) is rejected.

H2: Work discipline has a positive and significant effect on the performance of ASN employees at the Lahat Regency Fisheries Service.

Furthermore, the results of the t-test (partial), the work discipline variable shows that the t-table values are obtained using the formula $t_{table df} = n - k - 1 = 50$ with $sig.\alpha/2 = 0.05/2 = 0.025$, so the ttable value is 2.009. Based on the test results, the work discipline variable (X2) obtained a tcount value of 8.132 with a significance value of <0.001 because the tcount value of $8.132 > t_{table} 2.009$. And the significance value of $0.001 < 0.005$. This shows that work discipline (X2) has a positive and significant effect on performance (Y). So the second hypothesis (H2) is accepted.

DISCUSSION RESULTS

1. The Influence of Contingency Leadership Style on Performance

Based on the results of statistical tests, Contingency Leadership Style has a negative and insignificant effect on the performance of ASN at the Lahat Regency Fisheries Service. This means that changes in the implementation of contingency leadership style have not had a significant effect on improving or decreasing employee performance. This condition indicates that leadership style is not the main factor determining employee performance in this study. These results are in line with the Organizational Behavior theory which emphasizes that leadership effectiveness depends on the suitability of leadership style with the characteristics of subordinates, task structure, position power, and organizational situation. Based on the frequency distribution, the highest score is found in the statement "The leader establishes clear work rules (SOPs)," which indicates that the leader has provided work guidelines through SOPs, division of tasks, and clear work provisions.

These findings align with those of Hamidah et al. (2023) and Basri et al. (2024), who showed that leadership style does not significantly impact performance due to the presence of other, more dominant factors, such as motivation and discipline. However, these findings differ from those of Qurbani and Melisa (2023) and Talani et al. (2025), who found that contingency leadership style had a positive and significant impact on



employee performance. These differences in results indicate that the influence of leadership style can depend on organizational conditions and characteristics.

2. The Influence of Work Discipline on Performance

Based on the statistical test results, Work Discipline has a positive and significant effect on the performance of ASN at the Lahat Regency Fisheries Service. This means that the higher the employee's work discipline, the higher the resulting performance. This finding is in line with the Organizational Behavior theory which explains that compliance with organizational norms and rules encourages employees to complete tasks effectively. Based on the frequency distribution, the highest score of 240 was found for the statement "I follow the work instructions given by my superiors," which indicates that employees have carried out their work according to the organization's directions and provisions.

The results of this study align with those of Subandi et al. (2023) and Abdullah et al. (2023), who found that work discipline has a positive and significant effect on employee performance. However, these results disagree with those of Sarjono et al. (2025), who stated that work discipline has no significant effect on performance. This difference may be influenced by organizational characteristics, work culture, work environment, and other factors that influence employee performance.

CONCLUSION

Based on the research results, contingency leadership style has a negative and insignificant effect on the performance of ASN at the Lahat Regency Fisheries Service, while work discipline has a positive and significant effect on ASN performance. Simultaneously, contingency leadership style and work discipline have an effect on performance with an Adjusted R Square value of 55.2%, so that both variables are able to explain 55.2% of the variation in employee performance, while the other 44.8% is influenced by other factors outside the research model. This finding indicates that work discipline is a more dominant factor in supporting ASN performance than contingency leadership style. Although the application of contingency leadership style, work discipline, and performance are descriptively in the high category, the test results show that these conditions do not automatically make contingency leadership style have a significant effect on performance.

This study has limitations because it was conducted in a single agency with a relatively limited number of respondents, so the results cannot be generalized to all civil servants or other government organizations. Furthermore, the study used a questionnaire as the primary instrument, so respondents' answers could potentially be influenced by subjective perceptions. Future research is recommended to expand the object and number of respondents and consider other variables that could potentially influence

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performance, such as work motivation, compensation, work environment, organizational culture, and job satisfaction. Practically, the Lahat Regency Fisheries Service needs to maintain and improve work discipline by strengthening compliance with working hours, SOPs, work instructions, targets, and employee responsibilities. Leaders also need to evaluate the implementation of leadership styles more situationally to suit employee characteristics, tasks, and organizational needs.

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