How Leadership and Human Resource Development Drive Employee Performance: Evidence from the Public Sector

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Abstract
Optimal employee performance is a critical factor in enhancing the effectiveness of public sector organizations. Achieving this requires effective leadership and sustainable human resource development (HRD) to support productivity and the quality of public services. Effective leadership fosters a conducive work environment and encourages employees to perform more efficiently, while continuous HRD initiatives enhance competencies and professionalism in executing organizational tasks. The purpose of this study is to investigate how leadership and HRD affect worker performance and to pinpoint implementation issues. A quantitative research design with a survey approach was employed, where data were collected through questionnaires and analyzed using multiple linear regression techniques. The results show that HRD contributes 73.3% to employee performance, whereas leadership contributes 38.6%. Simultaneously, leadership and HRD explain 92% of the variance in employee performance. These results highlight the importance of strengthening leadership effectiveness and implementing systematic and sustainable HRD programs to maximize organizational performance. The synergy between effective leadership and continuous HRD is essential to improving employee performance and enhancing the overall effectiveness of public service delivery.
Keywords
Leadership, Human Resource Development, Employee Performance

1. Introduction

A major determinant of public service quality is the effectiveness of the government machinery. In the field of public administration, human resources (HR) capability and leadership have a significant impact on service effectiveness. Effective leadership is capable of directing and motivating employes, while

human resource development enhances the competence and adaptability of personnel to changes in the work environment. Magasi (2021) asserts that transformational leadership enhances motivation and performance, while Abdeldayem & Aldulaimi (2020) demonstrate that sustainable HR development strengthens employes' adaptability.

However, the performance of the apparatus in Indonesia still faces various challenges, such as low competence, weak leadership, and limited effectiveness of human resource development. This condition is reflected in the level of public satisfaction with public services, which in 2023 still stands at 60%, below the national target of 80%. Although the training programs for the apparatus continue to increase, their effectiveness in driving performance still needs further evaluation.

The findings of earlier studies are inconsistent. While Purnomo et al. (2025) demonstrated that leadership, competence, and training have a large simultaneous influence on performance, Enwereuzo (2023) concluded that human resource quality is more important than leadership. Susanto et al. (2023) also emphasize the importance of leadership in improving employe performance.

Based on this, the study intends to provide theoretical and practical contributions to the enhancement of public service quality by analyzing the impact of leadership and human resource development on the performance of apparatus in the context of local government, both partially and simultaneously. Nevertheless, most previous studies have focused on large-scale organizations and tend to examine variables separately, thus not providing a comprehensive understanding of how leadership and human resource development interact simultaneously in influencing the performance of apparatus at the operational level. This condition indicates an empirical gap that needs to be filled, particularly in explaining the integrated contribution of both variables in the context of local government.

2. Literature Review

2.1 Leadership

Leadership is a key factor in determining organizational effectiveness, especially in the public sector which demands high performance and accountability. (Trihandono et al., 2021) define leadership as the ability to influence a group in achieving organizational goals, while (Saputri & Alam, 2025) view leadership as the process of influencing individuals to understand and perform tasks effectively. In the context of governance, leadership not only serves as a tool for organizational control but also as a driver of motivation and performance improvement for the apparatus. A leader who can provide a clear vision, precise direction, and adequate support will create a conducive and productive work environment.

A number of empirical studies show that leadership has a significant impact on employe performance. Imam & Astini (2022) and Latif (2021) found that leadership contributes positively to the improvement of government officials' performance. (Magasi, 2021) also emphasized that transformational leadership

can significantly enhance employe performance. Therefore, the circumstances and features of the organizational environment have an impact on how well leadership enhances employee performance. In this study, leadership is measured thru several indicators, namely communication skills, decision-making, conflict management, subordinates' motivation, providing support, and leader flexibility (Liu & Lin, 2021).

2.2 Human Resources Development (HR)

Human resource development (HRD) is a strategic process aimed at enhancing the competencies, skills, and capacities of individuals within an organization (Humaeni et al., 2025). Köchling & Wehner (2020) define human resource development (HRD) as a series of organized activities to enhance individuals' professional abilities, while Darmawan (2025) emphasizes that HRD includes training, education, and continuous learning. In the government sector, human resource development not only focuses on technical skills but also includes strengthening soft skills and adaptability (Mattajang, 2023).

Previous research shows that human resource development has a significant impact on employe performance. Tamba & Riyanto (2020) ound that training and development improve the performance of personnel, while Darmawan et al. (2020) showed that the quality of human resources is a dominant factor. Hasib et al. (2020) juga also emphasize that continuous competency development contributes to the improvement of organizational performance. In this study, human resource development is measured thru indicators of consistency in sustainable development, success of training programs, professional growth, balance between individual and organizational needs, and adaptability in the work environment (Jašková & Havierniková, 2020).

2.3 Employee Performance

Employe performance is the work result achieved by individuals in accordance with the established standards (Dunan & Sari, 2023). Alamsyah et al. (2024) define performance as the work results in terms of quality and quantity, while Maryani et al. (2021) emphasize its relation to the achievement of organizational goals. In the context of governance, performance becomes the main indicator of the success of public services in accordance with Government Regulation Number 30 of 2019.

Numerous things affect performance. Rachman et al. (2024) highlight the role of leadership and organizational systems, while Prastiwi et al. (2022) emphasize individual abilities and motivation. In addition, human resource development also plays a role thru the enhancement of employe competence and professionalism. Therefore, performance can be understood as the result of the interaction between leadership and human resource development. In this study, employe performance is measured thru indicators of work quality, work quantity, timeliness and accuracy, technical and managerial skills, as well as work behavior and discipline (Marrucci et al., 2024).

2.4 Research Framework and Hypotheses

Based on the literature review that has been outlined, the relationship between variables in this study shows that leadership (X1) and human resource development (X2) have an impact on employe performance (Y), both partially and simultaneously. The conceptual relationship between the variables is illustrated in the research framework.

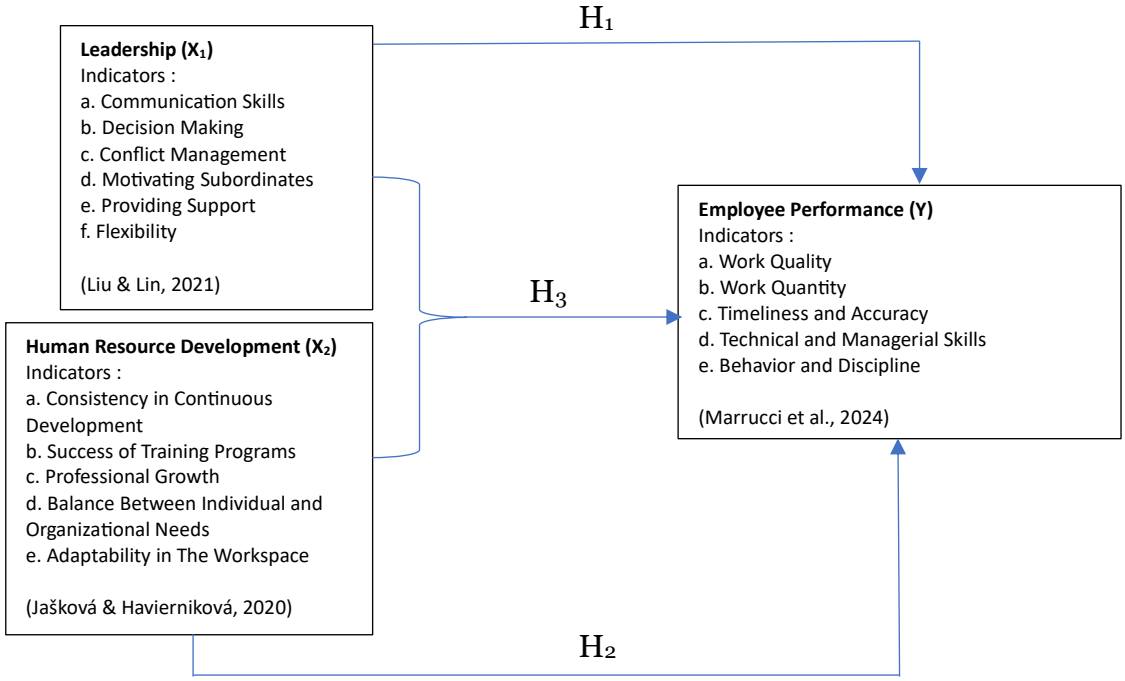

Figure 1. Research Framework
Source: Data Processed, 2025

Based on that framework, the research hypotheses are formulated as follows:

H1: Leadership has a positive effect on employe performance.
H2: Human resource development has a positive effect on employe performance.
H3: Leadership and human resource development simultaneously have a positive effect on employe performance.

3. Method

3.1 Research Design

The purpose of this study is to examine how leadership and human resource development (HRD) affect employee performance. Because it enables the objective, quantifiable, and methodical investigation of correlations between variables, the research employs a quantitative approach (Humble, 2020).

This research was conducted in Kasui District, Way Kanan Regency, Indonesia, which is one of the sub-district level government units with a strategic role in the provision of public services at the local level. Kecamatan Kasui faces various challenges, such as the suboptimal performance of apparatus, limited effectiveness of human resource development programs, and variations in

leadership practices that could potentially affect the quality of public services. These conditions make Kecamatan Kasui relevant as a research context to analyze the relationship between leadership, human resource development, and employe performance at the operational level of government.

The research design used is an explanatory survey, with leadership (X1) and human resource development (X2) as independent variables, and employe performance (Y) as the dependent variable. Additionally, this study considers control variables, such as demographic characteristics (age, gender, length of service, and education level) as well as organizational factors (work culture, compensation system, and workload) to minimize potential bias. Inferential statistics were used in the analysis to examine the correlations and impacts between variables empirically.

3.2 Participants / Sample

The 32 individuals that make up the Kasui District's apparatus make up the study's population. Humble (2020) defines the population as the whole collection of persons or objects that have specific attributes chosen by the researcher for the study. Because the population is relatively small and can be reached in its entirety, this study uses the total population method, making all members of the population respondents (Harefa et al., 2023).

This approach was chosen to obtain more accurate and representative data regarding the actual conditions of the organization, as well as to avoid biases that may arise from the sampling process (Humble, 2020). It is anticipated that the respondents' varied backgrounds and roles within the company will paint a complete picture of the connection between employee performance, human resource development, and leadership.

3.3 Data Collection

Primary and secondary data are the two categories of data sources used in this study. While secondary data is gathered from pertinent organizational archives, activity reports, and official documents, primary data is collected directly from respondents through the distribution of questionnaires. The goal of using both data sources is to improve the accuracy and comprehensiveness of the information examined (Humble, 2020).

Field research and literature reviews were used as data gathering methods. Literature studies were used to obtain theoretical foundations from books and scientific publications, while field studies were conducted thru observation, interviews, documentation, and the distribution of questionnaires. The questionnaire, which served as the primary research tool, was designed as closed statements with five Likert scale response options. Respondents' attitudes, perceptions, and views on social phenomena are measured using the Likert scale (Humble, 2020). The research instrument was developed based on the indicators of leadership variables, human resource development, and employe performance that have been formulated in the literature review.

3.4 Data Analysis

Descriptive analysis and inferential analysis are the two phases of data analysis. Based on the distribution of respondents' responses, descriptive analysis is used to characterize the traits and trends of each study variable. Variable measurement is conducted using a Likert scale to classify respondents' perception levels toward the variable indicators (Humble, 2020).

Validity and reliability testing were performed on the research instrument prior to inferential analysis. The Pearson Product Moment correlation was used to examine the link between item scores and overall scores as part of the validity test; a correlation coefficient value better than 0.3 was considered acceptable (Humble, 2020). The Cronbach's Alpha technique was used in the reliability test to gauge the instrument's internal consistency; if the coefficient value is higher than 0.6, the test is considered reliable (Humble, 2020).

The impact of leadership and human resource development on employee performance was then investigated using inferential analysis using multiple linear regression. The Statistical Package for Social Sciences (SPSS) software version 26.0 was used to perform this study. The relationship between variables is analyzed using the partial and simultaneous correlation coefficients (Pearson Product Moment), while the contribution of influence is measured using the coefficient of determination. At a significance level of 5% (0.05), hypothesis testing is carried out using the F-test to assess simultaneous influence and the t-test to examine partial influence.

3.5 Ethical Considerations

This research was conducted in the Kasui District involving government officials as respondents. The data collection process was carried out thru the distribution of questionnaires, supported by observation, interviews, and documentation. In its implementation, this research adheres to the general principles of social research, namely maintaining objectivity, scientific honesty, and the use of data for academic purposes.

Although the initial research design did not detail the formal ethical procedures, such as written consent from respondents or approval from the ethics committee, this study still pays attention to data confidentiality and does not disclose individual respondents' identities. Therefore, at the stage of developing the journal article, it is recommended to add information regarding respondents' participation consent and institutional permission to meet the standards of international journal publication.

4. Results

4.1 Respondent Characteristics

The data in this study were collected through the distribution of questionnaires to 32 respondents who are officials in Kasui District. An analysis of the respondents' characteristics was conducted to provide an overview of the respondents' profiles based on gender and age.

4.1.1 Gender Distribution

The table below shows the respondents' gender distribution:

Table 1. Distribution of Respondents by Gender

No	Category	Frequency	Percentage
1	Male	22	68.3%
2	Female	10	31.7%
	Total	**32**	**100%**

Source: Data Processed, 2025

Table 1 shows that 22 respondents, or 68.3% of the total, are men and 10 respondents, or 31.7% of the total, are women.

4.1.2 Age Distribution

The distribution of respondents by age is presented in the table below:

Table 2. Distribution of Respondents by Age

No	Age Group	Frequency	Percentage
1	26–30 years	8	27.6%
2	31–35 years	9	24.1%
3	36–40 years	7	19.0%
4	41–45 years	5	15.5%
5	46–50 years	2	8.6%
6	Above 51 years	1	5.2%
	Total	**32**	**100%**

Source: Data Processed, 2025

Table 2 shows that 8 respondents, or 27.6% of the total, are between the ages of 26 and 30, while 9 respondents, or 24.1%, are between the ages of 31 and 35. Next, there are seven individuals (19.0%) in the 36–40 age group and five individuals (15.5%) in the 41–45 age group. There are two respondents (8.6%) who are between the ages of 46 and 50, while there is just one respondent (5.2%) who is older than 51.

4.2 Validity and Reliability Test

To make sure the research tool can measure variables precisely and consistently, validity and reliability tests are carried out. The Corrected Item-Total Correlation value is used for the validity test, and an item is deemed valid if the correlation value above the r-table (0.349) at the 5% significant level. In the meanwhile, the Cronbach's Alpha coefficient is used for the reliability test; if the alpha value is higher than 0.60, the instrument is deemed reliable.

4.2.1 Leadership Variable (X_1)

The results of the validity and reliability tests for the leadership variable are presented in the table below:

Table 3. Leadership Validity and Reliability Results

Item	Corrected Item-Total Correlation	r-table	Cronbach's Alpha	Cronbach's Alpha if Item Deleted
1	0.550	0.349	0.827	0.808
2	0.434			0.819
3	0.480			0.815
4	0.429			0.819
5	0.367			0.824
6	0.743			0.783
7	0.659			0.795
8	0.570			0.805
9	0.469			0.816
10	0.434			0.821

Source: Data Processed, 2025

Based on Table 3, all items in the leadership variable have a Corrected Item-Total Correlation value above 0.349. The Cronbach's Alpha value of 0.827 indicates that the leadership variable instrument is reliable.

4.2.2 Human Resource Development (X_2)

The table below displays the findings of the validity and reliability tests for the human resource development variable:

Table 4. HRD Validity and Reliability Results

Item	Corrected Item-Total Correlation	r-table	Cronbach's Alpha	Cronbach's Alpha if Item Deleted
1	0.349	0.349	0.845	0.840
2	0.482			0.859
3	0.713			0.867
4	0.608			0.864
5	0.738			0.832
6	0.361			0.863
7	0.753			0.831
8	0.573			0.853
9	0.564			0.847
10	0.575			0.837

Source: Data Processed, 2025

Based on Table 4, all items in the human resource development variable have Corrected Item-Total Correlation values that meet the validity criteria. The Cronbach's Alpha value of 0.845 indicates that the human resource development variable instrument is reliable.

4.2.3 Employee Performance (Y)

The results of the validity and reliability tests for the employe performance variable are presented in the table below:

Table 5. Employee Performance Validity and Reliability Results

Item	Corrected Item-Total Correlation	r-table	Cronbach's Alpha	Cronbach's Alpha if Item Deleted
1	0.588	0.349	0.828	0.808
2	0.533			0.811
3	0.373			0.825
4	0.370			0.825
5	0.468			0.817
6	0.728			0.788
7	0.701			0.792
8	0.595			0.804
9	0.430			0.822
10	0.390			0.827

Source: Data Processed, 2025

Based on Table 5, all items in the employe performance variable meet the validity criteria with correlation values above 0.349. The Cronbach's Alpha value of 0.828 indicates that the employe performance variable instrument is reliable.

4.3 Descriptive Analysis

To show how respondents respond to the research variables—leadership, employee performance, and human resource development—descriptive analysis is carried out. To give a summary of the state of each variable, this analysis is displayed as indicator accomplishment and frequency distribution.

4.3.1 Leadership (X_1)

The leadership variable is measured thru 10 statements that reflect six main indicators, namely communication skills, decision-making, conflict management, subordinates' motivation, support provision, and flexibility.

Table 6. Leadership Score Distribution

No	Score Interval	Frequency	Percentage (%)	Category
1	42.00–50.00	12	37.50	Very Good
2	34.00–41.00	14	43.75	Good
3	26.00–33.00	6	18.75	Fair
4	18.00–25.00	0	0.00	Poor
5	10.00–17.00	0	0.00	Very Poor
	Total	**32**	**100**	

Source: Data Processed, 2025

The majority of respondents rated the leadership as good (43.75%), followed by very good (37.50%), and fair (18.75%).

Table 7. Descriptive Results by Leadership Indicators

No	Statement	Score Achieved	Maximum Score	Percentage (%)	Category
1	Leader communicates clearly	119	160	74.38	Good
2	Leader listens to input	128	160	80.00	Good
3	Leader makes effective decisions	128	160	80.00	Good
4	Leader involves subordinates	121	160	75.63	Good
5	Leader manages conflict	124	160	77.50	Good
6	Leader prevents conflict escalation	122	160	76.25	Good
7	Leader motivates subordinates	126	160	78.75	Good
8	Leader encourages innovation	118	160	73.75	Good
9	Leader provides support	130	160	81.25	Good
10	Leader adapts style	113	160	70.63	Good
	Average	**246.27**		**76.81**	**Good**

Source: Data Processed, 2025

4.3.2 Human Resource Development (X_2)

The HR development variable is measured thru 10 statements that reflect five main indicators, namely development consistency, training success, professional growth, needs alignment, and adaptability.

Table 8. HRD Score Distribution

No	Score Interval	Frequency	Percentage (%)	Category
1	42.00–50.00	19	59.38	Very Good
2	34.00–41.00	10	31.25	Good
3	26.00–33.00	3	9.38	Fair
4	18.00–25.00	0	0.00	Poor
5	10.00–17.00	0	0.00	Very Poor
	Total	**32**	**100**	

Source: Data Processed, 2025

The majority of respondents rated human resource development in the very good category (59.38%).

Table 9. Descriptive Results by HR Development Indicators

No	Statement	Score Achieved	Maximum Score	Percentage (%)	Category
1	Regular training programs	139	160	86.88	Very Good
2	Continuous training	121	160	75.63	Good
3	Training improves skills	136	160	85.00	Very Good
4	Training relevance	132	160	82.50	Good
5	Competency improvement	136	160	85.00	Very Good
6	Career support	137	160	85.63	Very Good
7	Alignment with needs	138	160	86.25	Very Good
8	Alignment with goals	137	160	85.63	Very Good
9	Adaptability improvement	139	160	86.88	Very Good
10	Faster adaptation	130	160	81.25	Good
	Average	**134.50**		**84.06**	**Very Good**

Source: Data Processed, 2025

4.3.2 Employee Performance (Y)

The employe performance variable is measured thru 10 statements based on five main indicators, namely quality, quantity, timeliness, technical ability, and behavior and discipline.

Table 10. Employee Performance Score Distribution

No	Score Interval	Frequency	Percentage (%)	Category
1	42.00–50.00	14	43.75	Very High
2	34.00–41.00	12	37.50	High
3	26.00–33.00	6	18.75	Moderate
4	18.00–25.00	0	0.00	Low
5	10.00–17.00	0	0.00	Very Low
	Total	**32**	**100**	

Source: Data Processed, 2025

Most respondents rated employe performance in the very high and high categories.

Table 11. Descriptive Results by Employee Performance Indicators

No	Statement	Score Achieved	Maximum Score	Percentage (%)	Category
1	Work meets standards	119	160	74.38	High
2	Minimal errors	128	160	80.00	High
3	Work quantity achieved	128	160	80.00	High
4	Target consistency	127	160	79.38	High
5	Timely completion	131	160	81.88	High
6	No delays	122	160	76.25	High
7	Technical competence	126	160	78.75	High
8	Resource efficiency	118	160	73.75	High
9	Rule compliance	130	160	81.25	High
10	Professional attitude	113	160	70.63	High
	Average	**124.20**		**77.63**	**High**

Source: Data Processed, 2025

4.4 Inferential Analysis

Inferential analysis is conducted to test the influence of independent variables, namely leadership (X1) and human resource development (X2), on the dependent variable, namely employe performance (Y), both partially and simultaneously. This analysis was conducted using SPSS version 26.0 software.

4.4.1 Multiple Linear Regression

Multiple linear regression analysis is used to determine the magnitude of the influence of independent variables on the dependent variable. The results of the data processing are shown in the table below.

Table 12. Regression Coefficients

Variable	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	5.500	1.311	–	4.196	0.000
Leadership (X1)	0.214	0.019	0.445	11.320	0.000
Human Resource Development (X2)	0.571	0.030	0.752	19.119	0.000

Source: Data Processed, 2025

Based on the analysis results in Table 12, the following regression equation was obtained:

$$Y = 5.500 + 0.214X_1 + 0.571X_2 + e$$

The obtained regression equation shows that the constant value of 5.500 indicates that when the variables of leadership and HR development are considered constant, employe performance is at the value of 5.500. The regression coefficient for the leadership variable of 0.214 indicates that every one-unit increase in leadership will improve employe performance by 0.214, assuming other variables remain constant. Meanwhile, the regression coefficient for the HR development variable of 0.571 indicates that every one-unit increase in that variable will improve employe performance by 0.571. Additionally, the larger regression coefficient for HR development compared to leadership indicates that the HR development variable has a more dominant influence on employe performance.

4.4.2 Correlation and Determination Coefficient

Product Moment correlation analysis is used to measure the strength of the relationship between variables in this study. The results of the correlation test are presented in the following table:

Table 13. Correlation Matrix

Variables	Leadership	HR Development	Employee Performance
Leadership	1.000	0.233	0.621**
Sig. (2-tailed)	–	0.078	0.000
N	58	58	58
HR Development	0.233	1.000	0.856**
Sig. (2-tailed)	0.078	–	0.000
N	58	58	58
Employee Performance	0.621**	0.856**	1.000
Sig. (2-tailed)	0.000	0.000	–
N	58	58	58

Source: Data Processed, 2025

Based on the analysis results in Table 13, the relationship between leadership and employe performance has a correlation coefficient of 0.621, which falls into the strong category. This value indicates that an improvement in leadership quality is followed by an improvement in employe performance. The obtained coefficient of determination of 38.6% shows that the leadership variable can explain part of the variation in employe performance, while the rest is influenced by other factors.

Furthermore, the relationship between human resource development and employe performance shows a correlation coefficient of 0.856, which falls into the very strong category. This indicates that human resource development has a higher correlation with employe performance. The determination coefficient of 73.3% shows that most of the variation in employe performance can be explained by human resource development.

To determine the strength of the simultaneous relationship between leadership variables and HR development on employe performance, multiple regression analysis was used, the results of which are presented in the following table:

Table 14. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.959	0.920	0.917	1.207

Source: Data Processed, 2025

Based on Table 14, the multiple correlation coefficient (R) value of 0.959 indicates a very strong relationship between the leadership variable and HR development simultaneously on employe performance. The coefficient of determination (R^2) value of 0.920 indicates that the two independent variables can explain 92% of the variation in employe performance, while the remaining 8% is influenced by other factors outside the research model.

4.5 Hypothesis Testing

4.5.1 Effect of Leadership (X_1) on Employee Performance (Y)

The purpose of this hypothesis testing is to analyze the influence of leadership on employe performance partially. The results of the test using the t-test are presented in the following table:

Table 15. Leadership Effect on Employee Performance

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	25.106	2.238	–	11.220	0.000
Leadership (X_1)	0.298	0.050	0.621	5.921	0.000

Source: Data Processed, 2025

Based on the test results, the leadership variable has a t-value of 5.921 with a significance level of 0.000. This value is greater than the t-table value of 2.045 (df = 29; α = 0.05), indicating that leadership has a significant impact on employe performance. Thus, the hypothesis stating that leadership has an influence on employe performance can be accepted.

4.5.2 Effect of HR Development (X_2) on Employee Performance (Y)

The purpose of this hypothesis testing is to determine the partial effect of human resource development on employe performance. The results of the test using the t-test are presented in the table below.

Table 16. HRD Effect on Employee Performance

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	11.610	2.160	–	5.374	0.000
HR Development (X_2)	0.649	0.052	0.856	12.373	0.000

Source: Data Processed, 2025

Based on the test results, the human resource development variable has a t-value of 12.373 with a significance level of 0.000. This value is greater than the t-table value of 2.045 (df = 29; α = 0.05), indicating that human resource development significantly affects employe performance. Therefore, the hypothesis stating that human resource development has an impact on employe performance can be accepted.

4.5.3 Simultaneous Effect of Leadership (X_1) and HR Development (X_2) on Employee Performance (Y)

The third hypothesis in this study examines the simultaneous effect of leadership and human resource development on employe performance. The testing was conducted using an F-test to determine the overall significance of the regression model. The results of the test are presented in the following table:

Table 17. Simultaneous Hypothesis Test (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	916.212	2	458.106	314.409	0.000
Residual	80.137	55	1.457	–	–
Total	**996.349**	**57**	**–**	**–**	**–**

Source: Data Processed, 2025

Based on the test results, the calculated F value is 314.409 with a significance level of 0.000. This value is greater than the table F value of 3.33 ($df_1 = 2$; $df_2 = 29$; $\alpha = 0.05$), indicating that leadership and human resource development simultaneously have a significant effect on employe performance. Thus, the hypothesis stating that both independent variables jointly affect employe performance can be accepted.

5. Discussion

The research results show that leadership has a positive and significant impact on employe performance, affirming that the effectiveness of leaders in providing direction, motivation, and support contributes to performance improvement. These findings are in line with Imam & Astini (2022) and Latif (2021) who emphasize the role of leadership in influencing work behavior and creating a productive environment, and are supported by previous research (Magasi, 2021).

However, human resource development has proven to have a stronger influence compared to leadership, indicating that the enhancement of individual competencies and capacities is a dominant factor in driving performance. This is consistent with Tamba & Riyanto (2020) and Darmawan (2025) who view HR development as a strategic investment, and is supported by empirical findings (Hasib et al., 2020). The dominance of this variable indicates that in the context of government organizations, performance is more determined by the technical and adaptive abilities of employes.

Simultaneously, leadership and human resource development have a very strong influence on performance, emphasizing the importance of synergy between the directing functions of leadership and the strengthening of HR capacity as

explained by Nu'man & Kusnadi (2023). Leadership shapes direction and motivation, while HR development ensures competency readiness, so both complement each other in enhancing organizational performance.

These findings indicate that improving employe performance cannot be done partially, but rather requires an integrated approach between leadership and human resource development. Therefore, human resource development needs to be placed as a strategic priority supported by adaptive leadership. The implementation of continuous training programs, competency enhancement, and the strengthening of soft skills are key steps in driving the sustainable improvement of public service quality.

6. Conclusion

This research shows that leadership and human resource development have a positive and significant impact on employe performance, both partially and simultaneously. Leadership plays a role in shaping direction, motivation, and work environment, while human resource development becomes a more dominant factor in enhancing employe competence and performance. These findings underscore the importance of integrating leadership functions and individual capacity development in enhancing the effectiveness of public sector organizations.

Academically, this research contributes by demonstrating that in the context of sub-district level governance, human resource development plays a stronger role than leadership in driving performance. Practically, these results indicate the need for strengthening continuous training programs and developing more adaptive and relationship-oriented leadership.

The limitation of this study lies in the limited sample scope and focus on two main variables. Therefore, future research is recommended to expand the research context and integrate other variables to obtain a more comprehensive understanding of the determinants of employe performance.

Data Availability Statement

The data supporting the findings in this research is not publicly available because it is limited and only used for research purposes. Data was obtained directly from respondents in the Kasui District area, so access to this data is restricted to maintain the confidentiality and privacy of the respondents. However, the data can be made available by the main author upon reasonable request and with the consent of the relevant parties.

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