

Agile Leadership, Workload, and Work Environment as Determinants of Employee Performance: Evidence from the Lumajang Regency Civil Service Police Unit (Satpol PP)

Fauzan Muttaqien¹, Imam Abrori², Mohammad Fachrudin³

¹Management Study Program, Institut Teknologi dan Bisnis Widya Gama Lumajang, East Java, Indonesia

²Digital Business Study Program, Department of Business, Politeknik Negeri Jember, East Java, Indonesia

³Customs and Excise Study Program, Politeknik Keuangan Negara STAN, South Tangerang, Indonesia

Email: fauzanmuttaqien@dosen.itbnwigalumajang.ac.id

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Abstract

This study aims to analyze the effects of Agile Leadership, workload, and work environment on the performance of members of the Lumajang Regency Satpol PP. This study is motivated by the importance of improving the performance of local regulation enforcement officers in supporting the maintenance of public order and the optimization of public services. The study employed a quantitative approach involving 62 members of the Lumajang Regency Satpol PP, selected through purposive sampling. Data were collected using a questionnaire and then analyzed through validity and reliability tests, classical assumption tests, multiple linear regression analysis, partial tests, simultaneous tests, and the coefficient of determination. The results indicate that Agile Leadership and the work environment do not have a significant effect on members' performance, whereas workload has a positive and significant effect on performance. The coefficient of determination (R^2) value of 0.405 indicates that 40.5% of the variation in members' performance can be explained by Agile Leadership, workload, and work environment, while the remaining 59.5% is influenced by other factors outside the model, such as work motivation, organizational citizenship behavior (OCB), initiative, and individual responsibility. This study concludes that effective workload management is a key factor in improving the performance of Lumajang Regency Satpol PP members, while improvements in Agile Leadership and the work environment have not yet had a significant impact.

INTRODUCTION

Public sector organizations are required to provide services that are effective, responsive, and adaptable to changes in the strategic environment, as well as to the public's rising expectations regarding the quality of public services. The quality of these services is largely determined by the performance of civil servants, who carry out the organization's duties. Therefore, improving civil servant performance has become one of the main focuses of public sector human resource management, as it directly impacts the effectiveness of achieving organizational goals (Manoj & Sabu, 2020).

One of the local government organizations that plays a strategic role in maintaining public order and community peace is the Civil Service Police Unit (Satpol PP). In accordance with applicable laws and regulations, Satpol PP is tasked with enforcing Local Regulations (Perda), maintaining public order and community peace, and providing protection to the public. The nature of these duties requires Satpol PP members to work quickly, adaptively, and with discipline, and

to make sound decisions in a variety of dynamic field conditions. Thus, the success of Satpol PP's operations is heavily influenced by the quality of its human resources. (Sinurat & Soekotjo, 2025).

This phenomenon is also evident in the Lumajang Regency Satpol PP. According to the 2025 Performance Report, the following is noted:

Table 1
Lumajang Satpol PP Performance Report for the Third Quarter of 2025

No.	Program Objectives	Performance Indicators	Targets
1	Increased Handling of Violations of Local Regulations and Local Government Regulations	Percentage of Violations of Local Regulations and Local Government Regulations Handled	99,82%
2	Increased Capacity of PPNS Personnel	Percentage of PPNS Personnel Whose Competencies Have Been Enhanced	37,5%

Source : <https://satpolpp.lumajangkab.go.id/ppid/dip>

The percentage of cases involving violations of local regulations and mayoral decrees handled reached 99.82%, while the improvement in the competence of Civil Servant Investigators (PPNS) reached only 37.5%. In addition, the organization's performance achievement increased from 82.63% in 2022 to 87.16% in 2024, and is projected to reach 99.82% in 2025. This improvement was driven by service optimization and enhanced human resource capacity. Nevertheless, the organization still faces various challenges, including a limited number of civil servants (ASN), budget constraints for handling minor criminal offenses (tipiring), and the continued existence of local regulations (Perda) and mayoral decrees (Perkada) that lack adequate legal sanctions. These conditions indicate that the improvement in the organization's performance does not yet fully reflect optimal human resource management, as there are still internal challenges that could potentially affect staff performance in carrying out their daily duties.

Based on this phenomenon, it can be concluded that professional human resource management is crucial for improving the performance of Satpol PP members in Lumajang Regency. Poorly trained personnel, a heavy workload, and an unfavorable work environment will undermine performance (Intan & Hawignyo, 2024). Improving the quality of human resources will have a positive impact on the achievement of the organization's goals, namely maintaining public order and security.

In the context of rapid change, Agile Leadership has become a relevant leadership approach for local government organizations. Agile leadership is characterized by a leader's ability to respond adaptively to change, foster collaboration, provide room for innovation, and ensure swift and effective communication (Muttaqien, *et al.*, 2019). At the Lumajang Regency Satpol PP, the implementation of Agile Leadership is crucial given the complexity of field tasks, which are often situational, sudden, and require quick decisions.

In addition to leadership perspectives, workload also plays a significant role in influencing performance. The workload of Satpol PP members often increases due to the high intensity of activities such as enforcing local regulations, providing security for events, conducting area patrols, and handling emergencies (Arson *et al* 2020). A disproportionate workload has the potential to

reduce concentration, cause fatigue, and hinder task effectiveness. Another factor is the work environment, both physical and non-physical. A conducive work environment including adequate facilities, harmonious working relationships, clear communication, and organizational support can boost employees' motivation and productivity. Conversely, an unsupportive work environment can lead to work-related stress and reduce performance (Alenezi *et al.*, 2024).

Given the importance of these three factors, research on the influence of Agile Leadership, workload, and work environment on the performance of Lumajang Regency Satpol PP members is relevant for analysis. The results of this study are expected to provide empirical insights to the Lumajang Regency Government in formulating strategies to improve the performance of officials responsible for enforcing public order and local regulations, as well as to serve as a reference for the development of human resource management policies within the Lumajang Satpol PP.

Previous studies have shown mixed results regarding the effects of Agile Leadership, workload, and work environment on performance. A study by Putra & Sitohang (2023) found that leadership supervision has a significant effect on employee performance, whereas Izzah & Abidin (2023) found the opposite. A study by Afriliyanto *et al.* (2020) found a positive and significant effect of workload on employee performance, but the study by Fardiansa *et al.* (2023) reached the opposite conclusion. Rahmawati *et al.* (2022) found a significant effect of the work environment on employee performance, whereas Nabawi (2019) found the relationship to be non-linear. The novelty of this study lies in its integration of the variables of agile leadership, workload, and work environment, as well as their effects on the performance of members of the Lumajang Regency Satpol PP, in the context of advancing human resource management knowledge in the public sector.

Based on the above discussion, the novelty of this study lies not only in examining the relationship between Agile Leadership, workload, and work environment on member performance, but also in its application within the context of the Lumajang Regency Satpol PP a public sector organization whose job characteristics differ from those of administrative service organizations. The complexity of tasks related to enforcing local regulations, maintaining public order, and the need for rapid decision-making makes the Satpol PP a research context that has been relatively rarely studied, particularly when incorporating the concept of Agile Leadership as an independent variable. Therefore, this study is expected to provide an empirical contribution to the development of public sector human resource management science while also serving as a basis for the Lumajang Regency Government in formulating strategies to improve the performance of Satpol PP members.

THEORETICAL FOUNDATION

a. Definition of Performance

According to Marshithah (2022) performance is the work output achieved by an individual based on assigned tasks and evaluated by authorized parties in accordance with established standards. Performance reflects not only the achievement of work outcomes but also the process of carrying out those tasks, which is based on integrity, professionalism, responsibility, and work ethics (Amatullah, Hari, 2023). Meanwhile, Addurunnafis & Kurniawan (2025) state that performance describes the ability, effort, and commitment of an individual or group in completing

tasks in accordance with predetermined standards. Thus, performance is a reflection of an individual's ability to utilize their authority and responsibilities to effectively achieve organizational goals.

According to Aulliya (2022) performance consists of three main aspects: technical competence, conceptual competence, and interpersonal competence. Technical competence relates to the mastery of knowledge, methods, and skills in completing work. Conceptual competence reflects the ability to understand organizational goals and complexities, while interpersonal competence demonstrates the ability to collaborate, communicate, motivate, and build good working relationships.

Arson *et al.* (2020) explain that performance is measured through four indicators: quality, quantity, discipline, and responsibility. Quality indicates the level of accuracy and quality of work output; quantity describes the volume of work that can be completed; discipline reflects adherence to deadlines and work rules; and responsibility indicates an individual's awareness in carrying out tasks independently and their commitment to achieving organizational goals.

b. Agile Leadership

Agile Leadership is a leadership approach that emphasizes a leader's ability to adapt, remain flexible, and make decisions quickly and effectively amid a dynamic and changing environment. This approach is widely applied in organizational development and digital transformation because it fosters innovation, collaboration, customer focus, and team member engagement in achieving organizational goals (Budiyati *et al.*, 2025). According to Hartono & Saputra, (2025) Agile Leadership is a leader's ability to address various demands and pressures in the digital age through adaptive decision-making, resolving conflicts of interest, and a willingness to change approaches that are no longer relevant. In line with this, Agustin-Silvestre *et al.*, (2024) state that Agile Leadership is characterized by flexibility, adaptability, and speed in responding to change.

In addition to being adaptation-oriented, Agile Leadership also promotes team-based collaboration, continuous learning, and ongoing evaluation of results to create added value for the organization (Berliana *et al.*, 2025). The implementation of Agile Leadership has been proven to enhance organizational flexibility, communication, member engagement, and the effectiveness of task completion through a process of continuous improvement (Diah Ayu Kusumawati, 2023). Therefore, the success of implementing Agile Leadership heavily depends on building trust, delegating authority, and ensuring the active participation of all team members.

According to Maulidiyah *et al.*, (2025), agile leaders not only serve as decision-makers but also as facilitators who encourage the development of team members' competencies, foster a culture of learning, and share successes with the team. Agile leaders are willing to delegate tasks, are prepared to take responsibility for any risks that arise, and remain focused on creating value for both the organization and its stakeholders.

c. Workload

Hutabarat (2017:104) states that workload refers to the number of tasks that must be

completed within a specific time frame in accordance with established job standards. A disproportionate workload whether too high or too low can affect productivity, increase work-related stress, and reduce performance quality. Conversely, a workload managed in accordance with an individual's capacity can support work effectiveness and efficiency. In line with this, Nabawi (2019), states that workload consists of a set of tasks that are the responsibility of an individual or organizational unit and must be measured through job analysis and workload analysis as the basis for effective human resource management.

According to Amatullah, Hari, (2023) workload consists of external workload and internal workload. External workload stems from factors outside the individual, such as task demands, organizational structure, and physical and psychological work environment conditions that can cause work-related stress. Meanwhile, internal workload is an individual's response to the external workload they experience (strain), which can be measured objectively through physiological changes or subjectively based on perception, motivation, and job satisfaction. The interaction between these two types of workload affects an individual's ability to perform their work optimally.

Nabawi (2019), states that workload can be measured using three indicators: targets to be achieved, work conditions, and job standards. Targets to be achieved relate to the amount of work that must be completed within a specific period. Work conditions reflect the level of difficulty and challenges faced while performing tasks, while job standards indicate the quality and timeliness requirements that must be met in completing the work.

According to Aulliya (2022) There are three commonly used methods for measuring employee workload: work sampling, time-and-motion studies, and daily logs. Work sampling is a technique that involves randomly observing employee activities to determine the proportion of time spent on productive and non-productive tasks, thereby providing insight into work patterns and time utilization. A time-and-motion study involves direct observation of work activities by measuring the time required to complete each task to evaluate work efficiency and identify obstacles in the work process. Meanwhile, a daily log is a self-reporting method in which employees record all activities and the time spent on them during work. This method provides information on the distribution of work time, but its accuracy depends heavily on the employees' precision in keeping records.

Conceptual Framework

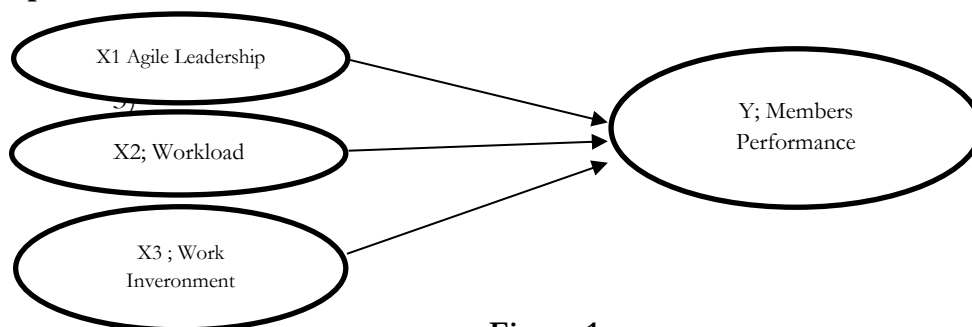


Figure 1
Conceptual Framework

Research Hypothesis

Agile Leadership is a leadership style that emphasizes a leader's ability to adapt to change, make quick decisions, foster collaboration, and build a culture of continuous learning. In public sector organizations such as Satpol PP, the characteristics of agile leadership are seen as capable of enhancing members' responsiveness in dealing with the dynamics of enforcing local regulations and maintaining public order. Adaptive leaders are also expected to boost motivation, coordination, and task execution effectiveness, thereby improving staff performance. Research by Addurunnafis and Kurniawan (2025) indicates that Agile Leadership has a positive impact on public sector employee performance. Based on this discussion, the following hypothesis is formulated:

H1: Agile Leadership Influences the Performance of Lumajang SATPOL PP Members

Workload refers to the number of tasks an employee must complete in accordance with their capacity, time, and established job standards. A proportional distribution of workload allows employees to work with greater focus, discipline, and accountability, thereby improving productivity and the quality of their work. Conversely, a workload that does not align with an individual's capacity has the potential to cause fatigue, work-related stress, and a decline in performance. Research by Afriliyanto et al. (2020) demonstrates that workload has a significant effect on employee performance. Therefore, this study proposes the following hypothesis:

H2: Workload Influences the Performance of Lumajang SATPOL PP Members

The work environment encompasses both physical and non-physical conditions that support the performance of work, such as work facilities, safety, inter-employee relationships, communication, and organizational support. A conducive work environment is believed to create comfort, increase motivation, reduce work-related stress, and encourage employees to work more effectively and efficiently. In the context of Satpol PP, a supportive work environment can also strengthen coordination and teamwork when carrying out duties in the field. Research by Rahmawati et al. (2022) shows that the work environment has a positive effect on employee performance. Based on this theoretical foundation, the proposed hypothesis is:

H3: Work Environment Influences the Performance of Lumajang SATPOL PP Members

METHODS

This study employs a quantitative approach using explanatory research, which aims to explain the causal relationship between independent and dependent variables by testing formulated hypotheses. The independent variables in this study consist of Agile Leadership (X1), Workload (X2), and Work Environment (X3), while the dependent variable is the Performance of Lumajang Regency Satpol PP Members (Y). The quantitative approach was chosen because it can objectively measure the influence of each variable using statistical analysis.

The study was conducted at the Lumajang Regency Satuan Polisi Pamong Praja (Satpol PP). The study population consisted of all 160 members of the Lumajang Regency Satpol PP. The sample size was determined using the Slovin formula with an error tolerance of 10%, resulting in a sample size of 61.5 respondents, which was then rounded up to 62 respondents. The sampling technique used was purposive sampling, in which respondents were selected based on specific

criteria tailored to the research objectives so that the selected respondents were deemed capable of providing relevant information regarding the variables under study.

The data used in this study are primary data obtained directly from respondents through the distribution of questionnaires. The research instrument was designed using a five-point Likert scale, ranging from a score of 1 (strongly disagree) to a score of 5 (strongly agree). The formulation of indicators for each variable was based on theory and previous research findings so that they could represent the constructs of Agile Leadership, Workload, Work Environment, and Team Member Performance.

Prior to analysis, the research instrument was first tested for quality through validity and reliability tests. The validity test was conducted using Pearson's Product-Moment correlation, with a requirement that the correlation coefficient (r -calculated) be greater than 0.30 and the significance level less than 0.05, ensuring that each statement item was deemed valid. Next, the reliability test was conducted using Cronbach's Alpha, with a value greater than 0.60 serving as an indicator that the instrument possesses a good level of consistency and is suitable for use in this study.

Data analysis was conducted in stages. The first stage was a descriptive analysis to characterize the respondents based on gender, age, educational level, and job title. The next stage involved testing classical assumptions, which included a normality test using the One-Sample Kolmogorov-Smirnov test, a multicollinearity test by examining the Tolerance and Variance Inflation Factor (VIF) values, and a heteroscedasticity test using a scatterplot. Classical assumption testing was conducted to ensure that the regression model met statistical requirements so that the analysis results would be reliable.

Next, hypothesis testing was conducted using multiple linear regression analysis to determine the extent of the influence of Agile Leadership, Workload, and Work Environment on the performance of Lumajang Regency Satpol PP members. The testing was performed partially using the t -test at a significance level of 5% ($\alpha = 0.05$). In addition, the coefficient of determination (R^2) was used to determine the extent to which the independent variables could explain the variation in the dependent variable. The entire data processing and analysis process was conducted using IBM SPSS Statistics version 27 software to ensure that the analysis results are scientifically valid.

RESULT AND DISCUSSION

Result

The characteristics of the respondents indicate that the study was dominated by male Satpol PP members in the productive age range of 21–40 years. The majority of respondents had a high school or vocational high school education, and most served as Public Order Officers (Pranata Trantibum). These characteristics indicate that the respondents were operational personnel directly involved in enforcing local regulations and were therefore deemed capable of representing the actual performance of Satpol PP members in Lumajang Regency.

The results of the instrument quality testing showed that all research indicators met the

criteria for validity and reliability. This indicates that each statement item is capable of accurately measuring the research variables and exhibits a good level of consistency, making it suitable for use as a research instrument.

Testing the classical assumptions showed that the research data met the requirements for regression analysis. The residuals were normally distributed, and no evidence of multicollinearity among the independent variables was found; therefore, the regression model was deemed suitable for testing the relationship between Agile Leadership, Workload, Work Environment, and Member Performance.

Table 2
Results of Multiple Linear Regression Analysis

No	Independent Variable	<i>Unstandardized Coefficients</i>
1	Costant	4.879
2	<i>Agile Leadership</i> (X1)	0.193
3	Workload (X2)	0.513
4	Work Environment (X3)	0,093

Source: Data Analysis Results

The formula for the multiple linear regression equation (Y) is as follows:

$$MP = 4,879 + 0,193 (AL) + 0,513 (W) + 0,093 (WE) \quad (1)$$

The results of the multiple linear regression analysis show that all independent variables have a positive relationship with member performance. Among these three variables, workload has the largest regression coefficient, making it the variable that contributes most significantly to the research model. These findings indicate that managing workload appropriately plays a greater role in improving member performance than either Agile Leadership or the work environment.

Hypothesis Testing Results

Results of the t-Test (Partial)

The (partial) t-test in this study used a significance level of 5% or 0.05. To calculate the t-table value, the degrees of freedom (df) were calculated using the formula $n-2$. The sample size is $n = 62$, so the calculation is $62 - 2$, resulting in a df value of 60. Referring to the t-distribution table with a two-tailed significance level of 5% or 0.05 and $df = 60$, the t-table value is 2.000. If the calculated t-value is greater than the table t-value and the significance level is less than 0.05, then H_0 is rejected and H_1 is accepted. Conversely, if the calculated t-value is less than the table t-value and the significance level is greater than 0.05, then H_0 is accepted and H_1 is rejected.

Table 3
Result of the t-test (Partial test)

Variable	t-value	Sig	Description
Agile Leadership	1,702	0,094	No Effect
Workload	3,366	0,001	Effect
Work Environment	1,131	0,263	No Effect

Source: Data Analysis Results

The results of the partial tests in Table 12 show that Agile Leadership has a significance value of 0.185 (>0.05), meaning it does not have a significant effect on member performance. These results indicate that the implementation of adaptive leadership has not yet been able to directly influence an improvement in the performance of Lumajang Regency Satpol PP members. Conversely, the Workload variable has a significance value of 0.001 (<0.05) with a positive regression coefficient, indicating a positive and significant effect on member performance. This finding suggests that managing workload in accordance with members' capacity and responsibilities can drive performance improvement. Meanwhile, the Work Environment variable had a significance value of 0.572 (>0.05), meaning it did not have a significant effect on member performance. These results indicate that work environment conditions have not yet become a primary factor determining the performance level of Lumajang Regency Satpol PP members. Overall, the results of the partial tests show that of the three independent variables studied, only Workload was found to have a significant effect on member performance.

Regression Model Validity Test

The coefficient of determination (R^2) is used to evaluate the extent to which the regression model can explain the variation or changes in the dependent variable (Rochaety *et al* 2019).

Table 4
Results of the Coefficient of Determination Test (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.636 ^a	.405	.374	1.514

Source: Data Analysis Results

The results of the coefficient of determination test show that the R-squared value is 0.405, which means that, in general, the variables of Agile Leadership, Workload, and Work Environment can explain 40.5% of the variation in the performance of Lumajang Regency Satpol PP members, while the remaining 59.5% is explained by other factors outside the research model. The R-squared value provides an indication of the model's ability to explain the relationship between the independent and dependent variables before adjusting for the number of predictor variables used in the regression model.

Meanwhile, the Adjusted R-Square value of 0.374 indicates that, after adjusting for the number of independent variables and sample size, the model's ability to explain the variation in member performance is 37.4%, while the remaining 62.6% is influenced by other factors not included in this study. The Adjusted R-Square value is more appropriate as a basis for interpretation because it provides a more objective estimate of the multiple regression model's explanatory power compared to the R-Square value.

An Adjusted R-Square value of 37.4% indicates that the research model has moderate explanatory power. This means that the combination of the variables Agile Leadership, Workload, and Work Environment has made a significant contribution to explaining the variation in member

performance, although it does not fully determine performance improvement. This suggests that the performance of Satpol PP members is influenced by various more complex aspects and does not depend solely on the three variables studied.

These findings are also consistent with the results of the partial tests, which show that only Workload has a positive and significant effect on member performance, while Agile Leadership and Work Environment do not have a significant effect. This suggests that although all three variables together can explain some of the variation in member performance, the largest contribution in the research model comes from the Workload variable, while the other two variables have not yet exerted an optimal influence. Therefore, there remains considerable room for other variables to explain variations in member performance.

Discussion

1. The Impact of Agile Leadership on Team Member Performance

Agile leadership has no effect on the performance of Lumajang Regency Satpol Pamong Praja members. This means that any increase or decrease in any aspect related to agile leadership will not affect any aspect of the members' performance. According to Budiyati *et al.*, (2025) Agile leadership does not always have a significant impact on performance when employees already possess sufficient initiative, loyalty, and competence in their duties. Under such conditions, the influence of agile leadership is not a critical factor because employees are capable of managing their tasks responsibly without supervision from leadership. Members of the Lumajang Regency Satpol PP already possess a high degree of autonomy in performing their duties; however, guidance, evaluation, and support from leadership are necessary for members' career development to ensure that performance outcomes are achieved effectively and efficiently. This situation reflects that members' internal motivation, competence, and sense of responsibility play a more dominant role in influencing performance quality. This finding confirms that to improve performance, efforts should focus on strengthening individual capacity through training, self-development, and the delegation of trust. Consequently, each work unit operates effectively even without strict supervision from leadership, meaning that agile leadership does not have a significant impact on members' performance (Maulidiyah *et al.* 2025). These research results align with the study by Izzah & Abidin (2023) which states that agile leadership does not have a significant effect on the performance of Islamic Education (PAI) teachers, as mediated by workplace spirituality, at SMAN in Kediri Regency. However, they contrast with the findings of Addurunnafis & Kurniawan, (2025) who state that agile leadership has a significant effect on improving the performance of public sector employees.

Research findings showing that Agile Leadership does not have a significant effect on member performance indicate that improving the performance of Lumajang Regency Satpol PP members cannot rely solely on changes in leadership style. The organization needs to focus its policies more on strengthening individual competencies, enhancing professionalism, and developing members' capacities through education, training, and ongoing mentoring. Nevertheless, leaders still play a crucial role as facilitators in fostering coordination, effective communication, and an adaptive work culture to address changes in the organizational environment. Thus, Agile Leadership is better positioned to support the creation of an adaptive

organization rather than serving as the primary factor that directly improves member performance.

2. The Effect of Workload on Member Performance

The research results show that workload has a significant effect on the performance of Lumajang Regency Satpol PP members. This means that the more proportionate the members' workload (input) is, the more their performance (output) tends to increase. A well-structured workload will encourage members to be more focused, disciplined, and responsible in carrying out their duties and responsibilities. According to Amatullah, Hari, (2023) a well-managed workload that is tailored to individual capacity can significantly improve efficiency and performance. At the Lumajang Regency Satpol PP, tasks are distributed evenly and tailored to the positions and competencies of each member serving as public order and security officers, who focus on maintaining public order and community peace. Meanwhile, members serving as firefighting officers face responsibilities that demand physical and mental readiness to handle emergency situations. Additionally, members of the administrative office division are responsible for managing data, documents, and activity reports to support the organization's operational efficiency. The precision in this workload distribution creates a balance between work and a sense of responsibility, making members feel challenged while remaining within the limits of their capabilities, so that the workload actually drives improved performance. The results of this study align with the research by Afriliyanto *et al* (2020) which states that workload has a significant influence on the performance of employees at the Bromo Tengger Semeru National Park Office in Malang City. However, the results of this study are contrary to the findings of Fardiansa *et al.* (2023) who stated that workload does not have a significant effect on employee performance at CV. Duta Veener Semeru. This is consistent with the research by sakti *et al.*, (2021) which found that task distribution tailored to the capacity and competencies of each position can significantly improve performance.

The finding that workload has a significant impact on performance implies that workload management is a strategic aspect in improving the performance of Lumajang Regency Satpol PP members. The organization needs to conduct periodic workload analyses to ensure alignment between the number of tasks, the level of job difficulty, and the capacity of each member. In addition, the development of Standard Operating Procedures (SOPs), the equitable distribution of tasks, and the evaluation of personnel needs are important steps in maintaining a balanced workload. Proportional workload management not only increases productivity but can also reduce the risk of burnout, work-related stress, and a decline in the quality of public services.

3. The Impact of the Work Environment on Member Performance

The research findings show that the work environment does not affect the performance of Lumajang Regency Satpol PP members. This means that the work environment—both physical and non-physical aspects, such as lighting, air circulation, color scheme, safety, and equality in leadership—does not serve as a determining factor for members in carrying out their duties. This indicates that the members are capable of performing their duties well and responsibly under any circumstances. Members remain focused on enforcing local regulations within the community rather than on comfort factors. While the work environment can indeed affect employee comfort, it does not always have a significant impact on performance; this is the case when employees already possess high levels of intrinsic motivation, responsibility, and commitment to their duties (Muttaqien & Cahyaningati, 2023). Factors such as leadership interaction and exemplary behavior both from leaders toward members and among members themselves contribute to a conducive work environment. The results of this study align with the performance report of the Lumajang Regency Satpol PP by Roseta Hadi (2025) which states that members do not view the work environment as a problem and that performance has improved. However, the results of this study contrast with the research by Andika et al (2023), in which the work environment was found to have a significant influence on improving the performance of employees at the West Sulawesi Provincial Satuan Polisi Pamong Praja Office.

Research findings showing that the work environment does not have a significant effect on performance indicate that Satpol PP members possess a high level of commitment and task orientation, enabling them to maintain their performance despite varying work environment conditions. Nevertheless, the organization still needs to maintain the quality of the work environment—both physical and non-physical as a means of ensuring the long-term comfort, health, safety, and job satisfaction of its members. A conducive work environment also has the potential to indirectly impact increased motivation, loyalty, and organizational commitment, thereby remaining an important supporting factor in the sustainability of organizational performance, even though it was not the primary determinant in this study.

CONCLUSION

Agile Leadership does not have a significant impact on the performance of members of the Lumajang Regency Satpol PP. This indicates that members already possess autonomy and are capable of carrying out their duties without excessive involvement from their leaders. However, it is essential for them to receive effective and objective guidance or supervision from their commanders. Members are quite responsive in carrying out orders regardless of their superiors' leadership styles. It is recommended that leaders or commanders continue to manage human resources adaptively in line with the Society 5.0 era to foster familiarity with digitalization, and establish standard operating procedures regarding workload to ensure it remains proportional to members' capabilities in order to maintain and improve performance.

Workload has a significant impact on the performance of the Lumajang Regency Satpol PP. This indicates that the tasks assigned to members meet proportionality standards and are in line with the physical and mental capabilities as well as the competencies of each member. This can drive tangible improvements in performance. Appropriate workload distribution can motivate

members to work more effectively. For future researchers, it is recommended to use a mixed-methods approach (quantitative and qualitative) to gain a deeper understanding of the factors influencing performance by expanding the population and sample size.

The work environment does not have a significant impact on the performance of Lumajang Regency Satpol PP members. Although, in general, the work environment both physical and non-physical is quite good and conducive, this does not directly lead to improved performance because members tend to focus their attention on carrying out their duties and responsibilities rather than on the comfort of the work environment. Members' performance is influenced more by internal factors, such as motivation, discipline, and a sense of responsibility in carrying out their daily duties.

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