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The Influence of Leadership Style, Employee Engagement, and Work Environment on Employee Service Performance

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Abstract: This study was conducted to examine in depth the influence of leadership style, employee engagement, and work environment conditions on employee service performance using a Systematic Literature Review (SLR) approach. The data were obtained from scientific articles that were systematically selected through the PRISMA procedure. The findings indicate that leadership style plays a significant role in improving performance by enhancing motivation and providing clear work direction. In addition, employee engagement serves as a key factor in strengthening performance through increased dedication and responsibility in work. Meanwhile, the work environment functions as a supporting factor that affects employee comfort and productivity. Overall, these three variables demonstrate a stronger and more significant influence on employee service performance when considered simultaneously rather than individually.

Keywords: Employee Engagement, Employee Service Performance, Leadership Style, Systematic Literature Review, Work Environment

INTRODUCTION

Background

Employee service performance is a key indicator of an organization's success in delivering quality services to the public. However, many organizations still face issues related to low service quality due to suboptimal employee performance. This condition indicates a gap between expected service standards and actual performance in practice, which is influenced by various organizational factors (Li et al., 2025). Employee performance issues cannot be separated from ineffective human resource management. Low performance is reflected in reduced productivity, work quality, and employee responsibility in carrying out service tasks. This becomes a serious challenge, especially in the public sector, which heavily relies on service quality (Rembulan, Limei, and Nurprihatin, 2022).

One factor that is often associated with service performance issues is leadership style. Leadership is important role in directing & motivating employees; however, an inappropriate leadership style can lead to poor performance. Studies show that different leadership styles have effects on employee engagement and performance (Santosa et al., 2025). In organizational

practice, there are still leaders who're unable to adapt their leadership style to the needs of employees. This condition leads to a lack of motivation and employee engagement in their work. Result, employees tend to work at a minimal level and do not demonstrate optimal service performance (Mizvi, Farhana, and Fuadah, 2025).

Ineffective leadership can also create less harmonious relationships between supervisors and subordinates, potentially leading to organizational conflict and reduced communication quality. As a result, service processes become inefficient and fail to meet user expectations (Yao et al., 2022). In addition to leadership, employee engagement is another important factor in determining service performance. Low engagement indicates weak emotional and psychological attachment to work, which negatively impacts commitment and service quality (Katili, Wibowo, and Akbar, 2021).

Low employee engagement is often characterized by a lack of initiative, participation, and responsibility in work. Employees who are not actively engaged tend to lack motivation to improve service quality. This becomes one of the main causes of poor service performance within an organization (Rembulan et al., 2022). Research shows that employee engagement has a strong relationship with performance (Br Marbun, Ali, and Dwikoco, 2022). Employees with a high level of engagement tend to demonstrate better performance compared to those who are less engaged. However, in practice, many organizations are still unable to enhance employee engagement optimally (Li et al., 2025).

Another factor influencing service performance is the work environment (Ali, Istianingsih Sastrodiharjo, and Farhan Saputra, 2022). An uncondusive work environment can hinder employee productivity and reduce service quality. Both physical and non-physical aspects of the work environment play important roles in supporting employee performance (Rembulan et al., 2022). Inadequate facilities, ineffective communication, and poor working relationships are common organizational issues that prevent employees from performing optimally, ultimately reducing service quality (Li et al., 2025).

The relationship leadership style, employee engagement, and work environment demonstrates the complexity of factors influencing service performance. These three factors interact and cannot be separated in affecting employee performance. An imbalance in any one factor can reduce overall performance effectiveness (Li et al., 2025). Previous studies indicate a significant relationship leadership style and employee engagement on performance. However, there are inconsistencies in research findings regarding the effect of the work environment on performance, creating a research gap that requires further investigation (Rembulan et al., 2022).

In addition, the literature review shows that the relationship leadership and employee engagement still presents varying findings, particularly across different organizational contexts. This indicates that contextual factors also influence the relationships among these variables (Santosa et al., 2025). Employee service performance issues are becoming increasingly complex due to the interrelated internal organizational factors involved. This condition requires a deeper understanding of the factors affecting service performance simultaneously (Mizvi et al., 2025). Based on these various issues, further study is needed on the influence of leadership style, employee engagement, and the work environment on employee service performance. This study is necessary to understand the relationships among these variables in improving the overall quality of organizational service (Li et al., 2025).

Problem Formulation

Based on the background and literature review that have been described, this study focuses on the following research questions:

- 1) How does leadership style influence employee service performance based on previous research findings?

- 2) How does employee engagement affect employee service performance according to the literature review?
- 3) How does the work environment influence employee service performance based on prior studies?
- 4) What are the relationship patterns, consistency of findings, and research gaps regarding the influence of leadership style, employee engagement, and work environment on employee service performance?

Research Objectives

The objectives of this study are:

- 1) To identify and analyze the influence of leadership style on employee service performance using a SLR approach.
- 2) To examine the effect of employee engagement on employee service performance based on reputable journals (SINTA and Scopus).
- 3) To analyze the influence of the work environment on employee service performance from various previous studies.
- 4) To synthesize research findings to understand relationship patterns, consistency of results, and to identify research gaps related to these variables.

METHOD

This study employs a SLR approach, which is a method conducted systematically to identify, evaluate, and synthesize findings from previous studies related to the topic. The SLR method enables researchers to gain a comprehensive understanding of the relationships leadership style, employee engagement, and the work environment on employee service performance based on published empirical evidence (Moher, Liberati, Tetzlaff, & Altman, 2009). The selection of the SLR method is based on the need to examine various research findings with diverse results and to identify research gaps. SLR is also considered to enhance research validity due to its transparent and structured procedures in literature selection, making the synthesis results more scientifically reliable.

Data collection was carried out through a documentation study by gathering scientific articles from various reputable journal databases, such as ScienceDirect, MDPI, Emerald, Frontiers, and Atlantis Press. The search process was conducted using keywords such as “leadership style,” “work environment,” “employee engagement,” and “employee performance.” The inclusion criteria consisted of articles published within the last five years, relevant to the research variables, and available in full-text format (Moher, Liberati, Tetzlaff, Altman, et al., 2009). For data analysis, this study uses thematic analysis and qualitative synthesis techniques, by grouping research findings based on variables, then comparing and interpreting the results to identify patterns of relationships among the variables. The analysis results are presented in a descriptive narrative form to provide an in-depth understanding of the influence of each variable on employee service performance (Ouzzani et al., 2016).

The research stages in the SLR method follow the PRISMA procedure, which includes: (1) identification of articles, (2) screening, (3) eligibility assessment, and (4) inclusion of articles for analysis. This approach is used to ensure that the literature selection process is conducted transparently, systematically, and can be replicated (Page et al., 2021).

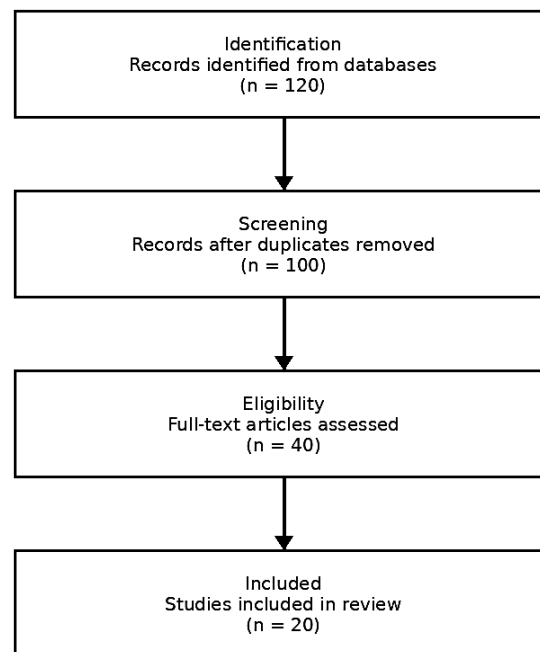


Figure 1. PRISMA Diagram

The following PRISMA diagram illustrates the systematic article selection process. In the identification stage, 120 articles were found from various databases. After removing duplicates, 100 articles remained at the screening stage. Subsequently, 60 articles were excluded due to irrelevance and not meeting the publication year criteria. In the eligibility stage, 40 articles were reviewed in full text, but 20 were excluded for not meeting methodological criteria and data availability. Therefore, in the final stage, 20 articles were included in the research analysis.

RESULTS AND DISCUSSIONS

Results

1. Leadership Style Theory

Leadership style explains how leaders' behaviors influence employees' attitudes, motivation, and engagement. A study by Decuypere & Schaufeli (2021) It shows that positive leadership styles like servant, ethical, transformational, authentic, and empowering leadership are associated with increased employee work engagement. This means that leadership style is important factor in fostering work behaviors that support service performance. (Decuypere & Schaufeli, 2021).

2. Employee Engagement Theory

Employee engagement, or work engagement, describes a psychologic condition characterized by energy, dedication, and attachment to work. Liu et al. (2022) found that work engagement is related to job performance among industrial workers, although the relationship may be non-linear and influenced by psychological capital. This suggests that employee engagement is relevant in explaining variations in performance (Liu, 2023).

3. Work Environment Theory

The work environment refers to organizational conditions that influence employee comfort, social support, and their ability to complete tasks. Research shows that the combination of work environment factors and leadership behavior plays a role in shaping

employee job performance, with transformational leadership and social support identified as key factors (Cabarcos, Rodríguez, & Piñeiro, 2022).

4. Employee Service Performance Theory

Employee performance can be understood through the dimensions of contextual performance, task performance, adaptive performance, and counter-productive work behavior. A systematic review by van Loon et al. (2022) in the healthcare sector shows that service performance is often examined through task and contextual performance, while adaptive performance is crucial in dynamic and changing service environments (Krijgheld, Tummers, & Scheepers, 2022; Li et al., 2025).

Related Studies

Gemeda & Lee (2020) examined work engagement, leadership styles, and outcomes among IT professionals in the journal *Heliyon* published by Elsevier/ScienceDirect. The study investigated the relationships leadership style, work engagement, performance, and innovative behavior. The results showed that transformational leadership is positively correlated with transactional leadership, work engagement, is positively associated with task performance, while laissez-faire leadership is negative. Work engagement was also found to be positively associated with performance outcomes and to mediate relationship leadership styles and work results (Gemeda & Lee 2020).

Zhenjing, et al. (2022) explored the impact of employees and the work environment within a multidimensional model. This study found the influence of the employee performance, work environment, with employee commitment and achievement-striving ability as mediating variables. Data were analyzed using SEM-PLS with 314 respondents. The findings indicated that the workplace environment has a significant positive effect on employee performance, both directly and indirectly through employee commitment and achievement ability (Zhenjing et al. 2022).

The similarity between the two studies lies in their focus on factors influencing employee performance, particularly the roles of leadership style, employee engagement (work engagement), and the work environment in enhancing performance. Gemeda and Lee (2020) demonstrated that leadership style affects performance through the mediation of employee engagement, while Zhenjing et al. (2022) emphasized that the work environment influences performance either directly or through mediating variables such as employee commitment. However, the difference lies in their research focus and approach: both studies employ empirical models with specific mediating variables, whereas this study integrates the three main variables leadership style, employee engagement, and work environment simultaneously in relation to employee service performance. In addition, this study uses an SLR approach to synthesize findings from previous research, thereby offering novelty in the form of a more comprehensive understanding of the relationships among variables in the context of employee service performance.

Review of Relevant Articles

Relevant articles serve as a reference for formulating research hypotheses by elaborating on the findings of previous studies, as well as describing the similarities and differences with prior research plans, as presented in Table 1 below:

Table 1: Relevant Research Results

No	Author & Years	Topic	Variable	Methods	Same & Difference	H
1	(Gemed and Lee 2020)	Leadership, Engagement & Performance	X1, X2, Y	Quantitative	Same: discusses leadership & performance; difference: includes engagement as a mediator	H1, H2
2	(Zhenjing et al. 2022)	Work Environment & Performance	X3, Y	Quantitative	Same: work environment → performance; difference: includes commitment as a mediator	H3
3	(Decuypere and Schaufeli 2021)	Leadership & Engagement	X1, X2	Meta-analysis	Same: leadership → engagement; difference: not directly linked to performance	H1, H2
4	(Khusanova, Kang, and Choi 2021)	Engagement Public Employee	X2, Y	Quantitative	Same: engagement → performance; difference: public sector context	H2
5	(Ángeles López-Cabarcos et al. 2022)	Leadership, Environment & Performance	X1, X3, Y	Quantitative	Same: two main variables; difference: does not discuss engagement	H1, H3
6	(Ángeles López-Cabarcos et al. 2022)	Empowerment & Engagement	X2	Quantitative	Same: engagement is important; difference: focuses on empowerment	H2
7	(Rahmadani et al. 2020)	Engaging Leadership	X1, X2, Y	Quantitative	Same: relationship X1 → X2 → Y; difference: focuses on a specific leadership type	H1, H2
8	(Abdelwahed and Doghan 2023)	Engagement & Productivity	X2, Y	Quantitative	Same: engagement → performance; difference: focuses on productivity	H2
9	(Cahyadi et al. 2022)	Leadership & Performance	X1, Y	Quantitative	Same: leadership → performance; difference: includes HRM as an additional factor	H1
10	(Khassawneh and Elrehail 2022)	Participative Leadership	X1, Y	Quantitative	Same: leadership → performance; difference: focuses on a specific leadership style	H1
11	(Lai et al. 2020)	Transformational Leadership	X1, X2, Y	Quantitative	Same: X1 → X2 → Y; difference: focuses on transformational leadership	H1, H2
12	(Aftab et al. 2023)	Leadership & Engagement	X1, X2, Y	Quantitative	Same: simultaneous relationship; difference: hotel industry context	H1, H2
13	(Jiatong et al. 2022)	Leadership & Performance	X1, Y	Quantitative	Same: leadership → performance; difference: includes commitment	H1
14	(Shao et al. 2022)	Leadership & Job Performance	X1, Y	Quantitative	Same: direct effect; difference: includes moderating variables	H1
15	(Park et al. 2022)	Leadership & Commitment	X1, Y	Quantitative	Same: leadership → performance; difference: includes commitment as a mediator	H1

No	Author & Years	Topic	Variable	Methods	Same & Difference	H
16	(Ul Hassan and Ikramullah 2024)	Leadership & Engagement	X1, X2	Quantitative	Same: leadership → engagement; difference: does not directly address performance	H1, H2
17	(Alamri 2023)	Leadership Publik	X1, X2, Y	Quantitative	Same: all variables are related; difference: public sector context	H1, H2
18	(Fernando and Jayawardana 2024)	Leadership & Work Performance	X1, Y	Quantitative	Same: leadership → performance; difference: focuses on individual level	H1
19	(Acosta-Enriquez et al. 2024)	Leadership & Task Performance	X1, Y	Quantitative	Same: leadership → performance; difference: focuses on task performance	H1
20	(Juyumaya 2022)	Empowerment & Performance	X2, Y	Quantitative	Same: psychological factors → performance; difference: focuses on empowerment	H2

Discussions

1. Leadership Style & Employee Service Performance

Based on the SLR table, leadership style shows a strong relationship with employee performance. Research by Gemeda & Lee (2020) indicates that transactional leadership and transformational leadership are associated with engagement of employee and task performance, while laissez-faire leadership demonstrates a negative relationship with performance. This suggests that not all leadership styles have the same impact on employees (Gemeda and Lee 2020). These findings are consistent with theory, which emphasizes the importance of inspiration, motivation, and support from leaders to subordinates. In service settings, leaders who provide direction and build positive working relationships can help employees understand the standards of service that must be achieved.

When linked to previous studies in the table, Decuypere & Schaufeli (2021) reinforce these findings through a meta-analysis showing that positive leadership styles like servant, ethical, transformational, authentic, and empowering leadership are associated with employee engagement. Therefore, leadership influences performance both directly or through increased employee engagement (Decuypere and Schaufeli 2021).

2. Discussion of Employee Engagement & Employee Service Performance

The SLR results indicate that employee engagement is a key variable in explaining improvements in service performance. Employees with high work engagement tend to be more energetic, dedicated, and focused in their work. This is reflected in several articles in the table, such as Decuypere and Schaufeli (2021), Rahmadani et al. (2020), Khusanova et al. (2021), and Abdelwahed & Al Doghan (2023).

Theoretically, employee engagement represents a positive psychologic state that strengthens employees' attachment to their work and organization. In service contexts, this engagement is evident in employees' willingness to provide quality service, complete tasks on time, and maintain high-quality interactions with service users.

When linked to the study by Gemeda & Lee (2020), work engagement also functions as a mediating variable leadership style and work outcomes. This means that effective leaders are more likely to improve employee performance when employees have high levels of

engagement. Therefore, employee engagement serves as an important bridge between leadership and service performance (Gemedá & Lee 2020).

3. Work Environment and Employee Service Performance

The SLR results show that the work environment has a significant influence on employee performance. Research by Zhenjing et al. (2022) indicates that the workplace environment affects employee task performance, either directly or through employee commitment and achievement ability (Zhenjing et al. 2022).

These findings are consistent with work environment theory, which states that physical, psychological, and social conditions within an organization influence employee work behavior. A supportive work environment helps employees feel comfortable, safe, and supported in carrying out service tasks. In contrast, a poor work environment can lead to decreased motivation, productivity, and service quality.

Research by Cabarcos et al. (2022) also shows that employee performance is influenced by a combination of leadership behavior and work environment variables, particularly transformational leadership and social support. This means that the work environment does not operate independently but works together with leadership factors and social support in shaping service performance (Cabarcos et al. 2022).

4. The Simultaneous Influence of Leadership Style, Employee Engagement, & Work Environment on Employee Service Performance

Simultaneously, the SLR findings indicate that employee engagement, leadership style, and the work environment are interrelated in influencing employee service performance. Leadership functions as a guiding factor, employee engagement acts as an internal psychological factor, while the work environment serves as an organizational support factor.

These findings are reflected in the study by Gemedá & Lee (2020), which demonstrates the relationship between leadership styles, engagement, and outcomes, as well as in the study by López-Cabarcos et al. (2022), which highlights the combination of leadership behaviors and work environment variables in explaining job performance (Gemedá and Lee 2020).

Thus, the novelty of this study is to synthesize these three variables simultaneously through an SLR approach. Previous studies generally examined partial relationships, such as leadership and engagement, work environment and performance, or engagement and job outcomes. This study integrates all three variables into a single framework to provide a more understanding of employee service performance.

Conceptual Framework of the Study

Based on the formulation, results, and previous studies, a framework is developed as illustrated in Figure 2 below.

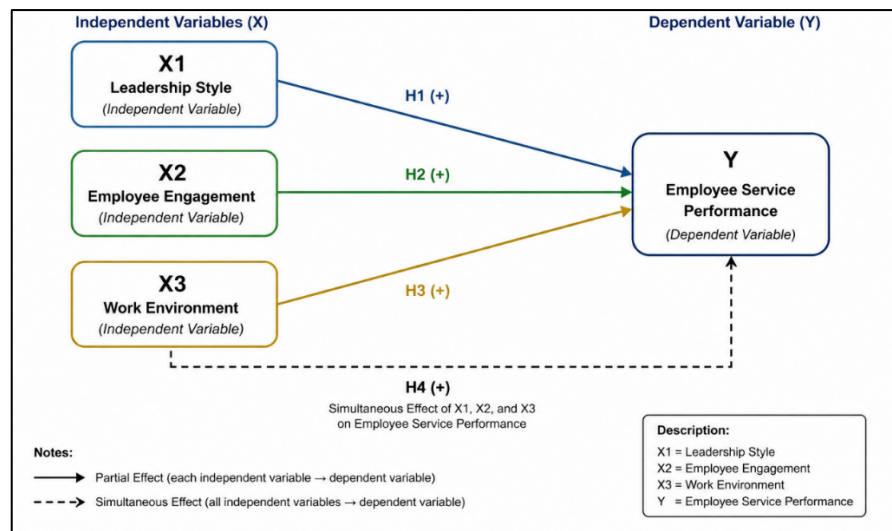


Figure 2: Conceptual Framework

Figure 2 above illustrates the relationship independent variables (X), consisting of leadership style (X1), employee engagement (X2), and work environment (X3), and the dependent variable (Y), namely employee service performance, both partially and simultaneously. The explanation can be formulated as follows:

- 1) Leadership style (X1) influences employee service performance (Y), where the more effective the leadership style applied, the higher the employee service performance, as formulated in hypothesis H1 (+) (Gemedá & Lee 2020; Decuypere & Schaufeli 2021; Ángeles López-Cabarcos et al. 2022; Rahmadani et al. 2020; Cahyadi et al. 2022; Khassawneh and Elrehail 2022; Lai et al. 2020; Aftab et al. 2023).
- 2) Employee engagement (X2) affects employee service performance (Y), where a higher level of engagement encourages improvements in service quality and performance, as stated in hypothesis H2 (+) (Gemedá & Lee 2020; Decuypere and Schaufeli 2021; Khusanova, Kang, and Choi 2021; Ángeles López-Cabarcos et al. 2022; Rahmadani et al. 2020; Abdelwahed & Doghan 2023; Lai et al. 2020; Aftab et al. 2023).
- 3) The work environment (X3) influences employee service performance (Y), where a conducive work environment can enhance employee comfort and productivity, as formulated in hypothesis H3 (+) (Cabarcos et al. 2022; Jiatong et al. 2022; Shao et al. 2022; Ul Hassan and Ikramullah 2024; Alamri 2023; Fernando & Jayawardana 2024; Acosta-Enriquez et al. 2024; Juyumaya 2022).
- 4) Simultaneously, leadership style (X1), employee engagement (X2), and the work environment (X3) collectively influence employee service performance (Y), indicating that service performance is the result of the interaction of organizational factors, as stated in hypothesis H4 (+) (Jiatong et al. 2022; Shao et al. 2022; Ul Hassan & Ikramullah 2024; Alamri 2023; Fernando & Jayawardana 2024; Acosta-Enriquez et al. 2024; Juyumaya 2022).

CONCLUSION

Based on the results of the review using the SLR approach with the PRISMA method on 20 relevant articles, the conclusions are:

- 1) Leadership style has been proven to significantly influence employee service performance, as effective leadership can enhance motivation, provide clear direction, and shape productive work behavior.
- 2) Employee engagement has a strong impact on service performance, where a high level of engagement fosters greater dedication, responsibility, and improved service quality.

- 3) The work environment is important role in supporting improvements in employee service performance, particularly through the creation of a comfortable and conducive work setting that enhances motivation and productivity.
- 4) Simultaneously, leadership style, employee engagement, and the work environment interact with one another and exert a stronger influence on employee service performance, indicating that performance is the result of an organizational factors that must be managed comprehensively.

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