

The Effect Of Work Facilities, Work Motivation and Leadership Style on The Performance of Employees at The Tanjung Karang Religious Court Office

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Abstract

This study aims to analyze the influence of work facilities, work motivation and leadership style partially and simultaneously on employee performance and analyze the most dominant variables that influence employee performance at the Tanjung Karang Religious Court. The research method is a survey. Data collection techniques by collecting data from questionnaires and documentation. Researchers distributed questionnaires within the Tanjung Karang Religious Court with a total of 50 respondents. The type of data used is primary data. Hypothesis testing in this study includes reliability testing, validity testing, multiple regression analysis testing, t-test (partial), and F-test (Simultaneous) with the help of SPSS version 26. Research Results from the calculation of the t-test(partial) it can be concluded that the Work Facilities variable (X1) has no positive effect, Work Motivation (X2) has a positive effect, and Leadership Style (X3) has no positive effect. While the F Test (Simultaneous) Partially Work Facilities, Work Motivation and Leadership Style together have a positive effect on the performance of Tanjung Karang Religious Court employees.

Keywords: Work Facilities; Work Motivation; Leadership Style; Employee Performance.

INTRODUCTION

Good employee performance will directly affect the performance of the organization or agency and improving employee performance is certainly a job that takes time and a long process. In addition to increasing supervision and coaching, an assessment is also carried out on the level of success of the performance that has been carried out by its employees through the role of a leader who is capable of leading the agency. According to Handoko (2019), leadership is an important part of an organization because in its activities leaders can influence morale and job satisfaction, security, quality of work life and especially the level of achievement of an organization. Organizations need employees who perform well and highly to improve the quality of the organization itself. In fact, many factors can influence employee performance. Increasing competition between organizations is due to the development of technology and science. According to Adha (2019), in his research it was stated that the resources of an institution such as capital, methods, and machines have not been able to produce maximum results. So that organizations need resources with high knowledge and skills. Human resources are essentially one of the capital and play an important role in the success of the organization. Good human resource management is the key to successfully achieving organizational goals as set out in human resource management (Ferllianto & Saputra, 2023).

Human resources at the Tanjungkarang Religious Court amount to 69 employees, with a fairly large number of human resources at the Tanjungkarang Religious Court and a rapid promotion and mutation pattern, new leaders are required to have a leadership style that can be accepted by their subordinates so that performance targets can be achieved optimally. A capable leader can certainly carry out direct monitoring and direct and provide positive input for his personnel. This will raise the interest of personnel to work harder and produce maximum work results. In addition to leadership, adequate and adequate facilities will affect the smooth running of

activities and motivate work and personnel will be more enthusiastic about achieving organizational goals (Soepalman, A.Daga, R., & Hatta, M. (2023).

The existing leaders are less capable in conveying messages, ideas and less motivation that makes employees willing and willing to carry out their work and are not firm in giving sanctions to employees who do not carry out their duties and responsibilities. In addition, leaders are also less than optimal in providing direction on what employees will do and the lack of job evaluation from leaders and a work culture that still prioritizes personal interests over work interests, resulting in low employee performance as seen from the completion of work not being on time. Realizing the importance of the role of leadership, employees hope that leaders have optimal abilities and performance in maximizing the goals of the Tanjungkarang Religious Court. One effort to encourage the growth and development of work culture, leaders carry out activities such as holding education and training for employees, providing supervision, providing regulations in the hope of improving the performance of Tanjungkarang Religious Court employees.

Based on these things, it is necessary to examine whether there is an Influence of Facilities, Motivation and Leadership Style on Employee Performance at the Tanjungkarang Religious Court. The Tanjungkarang Religious Court is also not free from criticism of its services to the community seeking justice, and in response to this, the Tanjungkarang Religious Court has made efforts to improve all units. Responding to these demands, the Tanjungkarang Religious Court continues to actively improve the work system which has an impact on increasing efficiency, effectiveness, transparency, accountability and Employee Performance at the Tanjungkarang Religious Court.

THEORETICAL BASIS

Work Facilities

According to Baskoro (2019: 11) work facilities are a form of company service to employees to support performance in meeting employee needs, so that it can improve employee performance. According to (Ranupandjojo and Husnan) stated that work facilities are a type of firm service provided to employees in order to support performance in satisfying employee needs and increasing work efficiency (Rangkuti, 2021)

Work motivation

Work motivation is something that companies must pay attention to in order to improve employee work performance. When an employee has high motivation, usually the employee will be more enthusiastic in completing the work. Motivation is the process of arousing behavior, maintaining behavioral progress, and channeling specific action behavior. Thus, motives (needs, desires) drive employees to act. Motivation is the provision of driving force that creates a person's work enthusiasm so that they are willing to work together, work effectively, and integrate with all their efforts to achieve satisfaction. Employee motivation is actually important for the growth, development and success of an organization regardless of the size of the organization (Ferlianto & Saputra, 2023).

Leadership Style

Leadership style is a way that forms a pattern with certain abilities used by a leader in behaving, communicating and interacting to influence, direct, encourage and control other people or subordinates so that they can do a job so as to achieve a goal.

Leadership style refers to the way a leader leads and interacts with his or her team or members. This style can affect group dynamics, motivation, and overall performance. Here are some common leadership styles:

1. **Authoritarian Leadership:** The leader makes decisions without involving team members. This style can be effective in crisis situations, but can reduce motivation and creativity.
2. **Participative (Democratic) Leadership:** The leader involves team members in the decision-making process. This can increase commitment and job satisfaction, but can slow down decision-making.
3. **Laissez-Faire Leadership:** The leader gives team members complete freedom to make decisions. This style can encourage creativity, but can be problematic if team members lack discipline.

4. Transactional Leadership: Leaders focus on the exchange between themselves and team members, providing rewards for good performance. This is appropriate for situations that require clear outcomes.
5. Transformational Leadership: Leaders inspire and motivate teams to achieve common goals with a strong vision. This style can lead to innovation and high morale.
6. Situational Leadership: Leaders adjust their style based on the situation and the needs of team members. It emphasizes flexibility and adaptability.

Employee Performance

Performance is an important aspect in achieving a goal. Maximum goal achievement is the result of good team or individual performance, and vice versa, failure to achieve formulated targets is also the result of suboptimal individual or team performance. Employee performance is the work results achieved by employees in accordance with their authority and responsibility in carrying out the tasks assigned to them, where a work target can be completed on time or does not exceed the time limit provided so that organizational goals will be achieved in accordance with morals and ethics. Murphy (1990) states that performance is a set of behaviors that are relevant to the goals of the organization or organizational unit where they work (Sarif, 2020).

Characteristics of Employee Performance The characteristics of people who have high performance are as follows:

1. Have a high sense of personal responsibility.
2. Dare to take and bear the risks faced.
3. Have realistic goals.
4. Have a comprehensive work plan and strive to realize the goals.
5. Utilizing concrete feedback in all work activities carried out.
6. Looking for opportunities to realize programmed plans.

Factors That Influence Performance, According to (Epi Parela, 2021) the factors that influence employee performance are:

1. Employee quality and capabilities are matters relating to education or training, work ethic, work motivation, mental attitude and physical condition of employees.
2. Supporting facilities are things related to the work environment (work safety, work health, production facilities, technology) and things related to employee welfare (wages/salaries, social security, job security).
3. Supra sarana, namely matters relating to government policy and industrial relations management.

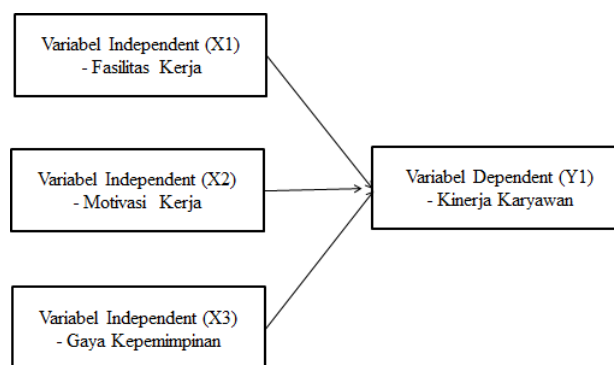


Figure 1. Framework of thought

Framework Of Thought And Hypothesis

Research Hypothesis Hypothesis is a temporary answer to the formulation of research problems, where the formulation of research problems has been stated in the form of questions (Sugiyono, 2009). Hypothesis can be said to be temporary because the answers given are only based on theory. Based on the framework of thought above, the hypothesis proposed in this study is:

- H1: Work Facilities Have a Positive Influence on Employee Performance. H2: Work Motivation Has a Positive Influence on Employee Performance.
 H3: Positive Leadership Style has an effect on Employee Performance.
 H4: Work Facilities, Work Motivation and Leadership Style have a simultaneous positive influence on Employee Performance.

RESEARCH METHODS

This research includes a quantitative research design with a descriptive approach, because there are variables whose relationships will be studied and the aim is to present a picture of the relationship between the variables studied, namely work facilities, work motivation, and leadership style on employee performance.

This research was conducted at the Tanjungkarang Religious Court, Jalan Untung Senopati No. 2 Tanjung Karang, Kampung Baru, Kedaton, Bandar Lampung. The research to be conducted is a type of Quantitative Descriptive Research. In this study, the researcher determined that the target population was 50 Employees of the Tanjung Karang Religious Court Office. In this study, the entire population will be used as a research sample. The sample of this study was 50 Employees from the Tanjung Karang Religious Court Office.

The data used in this study is primary data. According to Sugiyono (2022:213) Primary data is a data source that directly provides data to data collectors. Data obtained from interviews or questionnaires are distributed to respondents, who then respond to systematic questions. This data is obtained through direct measurement of work facility variables, work motivation and leadership style on research objects using questionnaires.

Quantitative analysis is conducted based on primary data obtained from the distribution of instruments (questionnaires) to samples, and to determine the effect of independent variables on dependent variables. Quantitative analysis is conducted based on primary data obtained from the distribution of instruments (questionnaires) to samples.

RESULTS AND DISCUSSION

Statistical hypothesis testing using SPSS data processing program version.21. The results of the research and discussion can be explained as follows:

Data Collection Technique Results

Instrument testing is used to determine whether a measuring instrument (questionnaire) is suitable for use in research. Research instrument testing is carried out by testing validity and reliability. The results of instrument testing can be explained as follows:

Validity Test Results

Validity testing of employee competency variables was conducted using the SPSS 26 For Windows Software program with the Pearson method which determines the calculated r value compared to the table r coefficient value. The table r coefficient value in this calculation is 0.230. This means that if the correlation coefficient > 0.0230, then the statement item is declared valid. The test results are presented in the following table:

Table 1 Results Validity Test

Variables	Item	r Count	r Table	Information
Work Facilities (X1)	X1.1	0.626	0.230	Valid
	X1.2	0.766	0.230	Valid
	X1.3	0.766	0.230	Valid
	X1.4	0.646	0.230	Valid
	X1.5	0.853	0.230	Valid
Work motivation(X2)	X2.1	0.567	0.230	Valid
	X2.2	0.242	0.230	Valid
	X2.3	0.242	0.230	Valid
	X2.4	0.556	0.230	Valid
	X2.5	0.601	0.230	Valid
	X2.6	0.610	0.230	Valid

	X2.7	0.905	0.230	Valid	
	X2.8	0.905	0.230	Valid	
	X3.1	0.300	0.230	Valid	
	X3.2	0.246	0.230	Valid	
	X3.3	0.246	0.230	Valid	
	X3.4	0.302	0.230	Valid	
hip	StyleLeaders	X3.5	0.485	0.230	Valid
		X3.6	0.414	0.230	Valid
		X3.7	0.556	0.230	Valid
		X3.8	0.556	0.230	Valid
		X3.9	0.515	0.230	Valid
		X3.10	0.530	0.230	Valid
	PerformanceE	Y1	0.561	0.230	Valid
	mployee (Y1)	Y2	0.276	0.230	Valid
		Y3	0.276	0.230	Valid
		Y4	0.536	0.230	Valid
		Y5	0.584	0.230	Valid
		Y6	0.610	0.230	Valid
		Y7	0.962	0.230	Valid

Source: SPSS Processed Data Version 26 (2024)

Based on the table above, all statement items in the variable questionnaire, all are valid because the calculated t score is greater when compared to the r table which has a value of > 0.230.

Reliability Test Results

According to (Sugiyono, 2022), reliability of less than 0.60 indicates that the instrument is considered less good, if it is around 0.70 it is categorized as feasible/acceptable, while if it is more than 0.80 it is said to be good. Instrument reliability testing was carried out with the help of a computer using SPSS 26 For Windows Software. The reliability testing carried out showed the following results:

Table 2 Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
,912	30

Source: SPSS Processed Data Version 26 (2024)

Based on the results of the instrument reliability test, it is known that the alpha value of the variable is 0.912, has an alpha coefficient > 0.6, so that all statement items are reliable and the instrument is categorized as good and can be used in research.

Analysis Descriptive Statistics of Results

Descriptive statistical processing for each variable can be seen in the following explanation:

Table 3 Descriptive Test Results

Description Statistics			
	N	Mean	Std. Deviation
Work Facilities	50	24.52	1,015
Work Motivation	50	38.74	1,915
Style Leadership	50	48.50	1,705
Employee Performance	50	33.98	1,868
Valid N (Listwise)	50		

Source: SPSS Processed Data Version 26 (2024)

The results of the data test in the table above show that work facilities have an average value of 24.52, with a standard deviation of 1.015, indicating that respondents have relatively consistent views about work facilities.

1. Work Motivation has an average value of 38.74, with a standard deviation of 1.915, indicating greater variation compared to work facilities.
2. Leadership style has an average value of 48.50, with a standard deviation of 1.705. This shows

that respondents have almost uniform views on leadership style.

- Employee Performance has a mean value of 33.98, with a standard deviation of 1.868 indicating moderate variation among respondents in performance assessment.

Multiple Linear Regression Analysis Test

The next analysis tool in this study is to use the multiple linear regression analysis test technique. This test is used to describe the relationship between independent variables (X), namely the variables of Work Facilities, Work Motivation, and Leadership Style and the dependent variable namely the Employee performance variable. To determine the effect of work facilities, work motivation and leadership style on the performance of employees of the Tanjung Karang Religious Court Office, in the study, statistical analysis can be used with multiple regression tests by including 3 independent variables, namely Work Facilities (X1), Work Motivation (X2), and Leadership Style (X3), on the dependent variable, namely Employee Performance (Y): below are the results of the multiple linear regression test analysis, as follows:

Table 4. Results Multiple Linear Test Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,443	2,608		,937	,354
	Work Facilities	,153	,101	,083	1,515	,137
	Work Motivation	,919	,069	,942	1,366	,000
	Style Leadership	,060	,070	,055	,861	,393

a. Dependent Variable: Employee Performance

Source: SPSS Processed Data Version 26 (2024)

Based on table 8 which has been presented above, the equation of the multiple linear regression function in this study can be seen, namely as follows:

$$Y = 2.443 + 0.153 (X1) + 0.919 (X2) + 0.060 (X3)$$

Where :

Y= Employee Performance X1 = Work Facilities X2 = Work Motivation
 X3 = Leadership Style

Following This is an explanation of the regression equation above, as follows:

- If the independent variables, namely Work Facilities (X1), Work Motivation (X2), and Leadership Style (X3), have a value of 0, then the dependent variable, namely Employee Performance (Y), has a positive value of 2.443.
- The regression coefficient value of the Work Facilities variable (X1) is positive, which is 0.153, so it can be concluded that if there is an increase in the Career Development variable by 1 unit, the Employee Performance variable (Y) will also increase by 0.137. assuming the Competence variable (constant).
- The regression coefficient value of the Work Motivation variable (X2) is positive, namely 0.919, so it can be concluded that if there is an increase in the Work Motivation variable (X2) by 1 unit, then the Employee Performance variable (Y) will also increase by 0.000. Assuming the Competence variable (constant).
- The regression coefficient value of the Leadership Style variable (X3) is positive, namely 0.060, so it can be concluded that if there is an increase in the Leadership Style variable (X2) by 1 unit, then the Employee Performance variable (Y) will also increase by 0.393. Assuming the Competence variable (constant).

Hypothesis Testing

Partial Hypothesis Test (t-Test)

The t-test was conducted to determine whether or not there was a partial (individual) relationship between the independent variables, namely Work Facilities (X1), Work Motivation (X2), and Leadership Style (X3) with the dependent variable, namely the Employee Performance variable (Y).

**Table 5 T-Test Results
Coefficientsa**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,443	2,608		,937	,354
	Work Facilities	,153	,101	,083	1,515	,137
	Work Motivation	,919	,069	,942	1,366	,000
	Style Leadership	,060	,070	,055	,861	,393

a. Dependent Variable: Employee Performance

Source: SPSS Processed Data Version 26 (2024)

Based on the results of the t-test, the calculated t value < the t-table value (1.678) then H1 is accepted. If the calculated t value > the t-table value then H2 is rejected.

1. It is known that the significant value for Work Facilities on employee performance is 0.137 > 0.05, and the t-count value is 1.515 < t table 1.678. So it can be concluded that Work Facilities do not have a positive effect on employee performance. So the H1 hypothesis is rejected.
2. It is known that the significant value for Work Motivation on employee performance is 0.000 < 0.05, and the t-count value is 1.366 < t table < 1.678. So it can be concluded that Work Motivation has a positive effect on employee performance. So the H2 hypothesis is accepted.
3. It is known that the significant value for Leadership Style on employee performance is 0.393 > 0.05, and the t-count value is 0.861 < t table 1.678. So it can be concluded that Leadership Style does not have a positive effect on employee performance. So the H3 hypothesis is rejected.

Simultaneous Hypothesis Test (F Test)

The F test is conducted to determine whether or not there is a simultaneous (joint) relationship between the independent variables, namely the Work Facilities (X1), Work Motivation (X2), and Leadership Style (X3) variables with the dependent variable, namely the Employee Performance (Y) variable.

**Table 6. F Test Results
ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	155,746	3	51,915	156,764	,000b
	Residual	15,234	46	,331		
	Total	170,980	49			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Leadership Style, Work Facilities, Work Motivation

Source: SPSS Processed Data Version 26 (2024)

Based on Table 6 which shows that the F Test can be done by comparing the F count with the F table value at a significance level of 0.05. The F count value is 155.746 and F table with $df_1 = k-1$ ($df_1 = 4-1 = 3$), then the degree of numerator is 4 and $df_2 = nk$ ($df_2 = 50-4 = 46$) for the degree of denominator, then the F table is 1.678, meaning F count > F table, namely $155.746 > 1.678$. The significance value of $0.000 < 0.05$, then H_0 is rejected and H_1 is accepted. From the results of the F test, it can be concluded that the Hypothesis (H_1) is accepted, namely the variables of Work Facilities, Work Motivation, and Leadership Style together have a positive influence on the performance of Tanjung Karang Religious Court employees.

Coefficient Determination

The determination coefficient test is intended to determine how significant the percentage contribution of the influence given by the independent variables, namely Work Facilities (X1), Work Motivation (X2), and Leadership Style (X3) together (simultaneously) to the dependent variable, namely Employee Performance (Y). To find out the determination coefficient value in this study, it can be seen from the SPSS version 26 output results that have been explained below, as follows:

Table 7. Coefficient Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.720a	.518	.486	1,237

a. Predictors: (Constant), Leadership Style, Work Facilities, Work Motivation

Based on the table above, the following can be seen:

It is known that the R square value = 0.518. then it can be concluded that the magnitude of the influence of the variables of Work Facilities, Work Motivation and Leadership Style simultaneously on employee performance is 51.8%. This means that 51.8% employee performance is obtained from Work Facilities (X1), Work Motivation (X2), and Leadership Style (X3) While the remaining 48.2% is influenced by other independent factors or variables that are not discussed in this study.

The Influence of Work Facilities on Employee Performance

The Influence of Work Facilities on Employee Performance This study shows that work facilities do not have a positive and significant effect on employee performance. Work facilities are one of the supports for smooth work because they will make employees comfortable in working so that this will affect the improvement of employee performance. It can be concluded that work facilities do not have a positive and significant effect on employee performance. Good work facilities are often considered as a determinant of employee performance, but in reality other factors may have a bigger role. Many employees can still achieve optimal results even though they work in a simple environment (Anastasia Boni, 2021).

The Influence of Work Motivation on Employee Performance

The Influence of Work Motivation on Employee Performance This study shows that work motivation has a positive and significant effect. That employees working at the Tanjung Karang Religious Court apply the work motivation that has been set in the Agency, the more employees motivate each other and obey company rules, the more employee performance will increase. This study is reinforced by previous research that Motivation according to Maslow's Hierarchy of Needs Theory states that motivation is a drive for someone so that they can and want to carry out their duties and responsibilities seriously, so that employees will be more enthusiastic in carrying out the tasks given and can improve employee performance (Ain, 2020).

The Influence of Leadership Style on Employee Performance

The Influence of Leadership Style on Employee Performance This study shows that leadership style does not have a positive and significant effect on employee performance. The leadership style applied by the Tanjung Karang Religious Court does not affect employee performance because employees already feel responsible for their work, the system is well structured, and employees work according to targets.

In previous studies, similar results were found that leadership style did not have a significant influence. In a study conducted by Rompas, Goverd AC et al., (2018) it was found that leadership style did not have a significant influence on employee performance at the transportation office in Southeast Minahasa Regency. In his study, it was stated that the variables of supervision and work discipline actually had a significant influence on employee performance. This supports the results of this study where leadership style did not have a significant influence, but other variables that the author did not examine in this study (Yanti, K. Fikri & A. Fitri., 2022)

The Influence of Work Facilities, Work Motivation and Leadership Style on Employee Performance

The Influence of Work Facilities, Work Motivation and Leadership Style on Employee Performance Based on the results of the summary model analysis, the R value obtained was 0.720, meaning that work facilities, work motivation and leadership style have a strong correlation or relationship with employee performance because the R value is close to 1. Meanwhile, to find out the contribution of the influence of other variables on employee performance variables, it can be seen from

the R Square value or determination coefficient of 0.518, which means that the percentage contribution of the influence of the independent variables (work facilities, work motivation and leadership style) to the dependent variable (employee performance) is 51.8%.

CONCLUSION

Based on the results of the analysis and discussion that have been described in the previous chapter, several conclusions will be presented in this study, namely as follows:

1. The results of the descriptive analysis show that employees gave positive assessments of work facilities, work motivation, and the leadership style applied.
2. Multiple linear tests indicate that the three variables have a significant positive effect on employee performance, with the regression coefficient values showing a significant contribution from each positive factor.
3. The t-test confirms that work motivation has a significant positive influence on performance with a value of $0.000 < 0.05$, while Work Facilities and Work Style leadership does not have a positive influence on employee performance with a sig value > 0.05 .
4. The f-test shows that the regression model built as a whole is significant, with $0.000 < 0.05$, confirming that work facilities, work motivation, and leadership style simultaneously contribute positively to employee performance.
5. The coefficient of determination has a value of 91% obtained from Work Facilities, Work Motivation, and Leadership Style. While the remaining 9% is influenced by other independent factors or variables not discussed in this study.

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