

ANALYSIS OF THE INFLUENCE OF LEADERSHIP, WORK FACILITIES, AND JOB SATISFACTION ON THE PERFORMANCE OF DISPARPORA EMPLOYEES PEMALANG DISTRICT

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ABSTRACT

The issue of employee performance is a problem that needs to be paid attention to by the organization, because employee performance will affect organizational performance. Efforts to improve employee performance include exploring factors that influence performance. This study aims to test and analyze the influence of leadership, work facilities, and job satisfaction on the performance of Pemalang Regency Tourism and Sports Department employees. This research is a correlational type of quantitative research with 63 respondents as research subjects. The data collection method uses a questionnaire. The data analysis method used is multiple linear regression with the SPSS program. The research results show that leadership has a significant positive effect on performance, effective leadership that can be accepted by all employees will create a good working atmosphere, so that each employee will carry out their duties happily without compulsion and can provide maximum results. Work facilities have a significant positive effect on performance, work facilities that cannot be used or are limited can hinder employees from completing work, on the other hand, work facilities that are sufficient and suitable for use will be able to support the completion of work quickly and precisely so that it can produce performance. Job satisfaction has a significant positive effect on performance, job satisfaction obtained by employees will form employee commitment to work which can then improve employee performance.

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1. Introduction

Local government organizations are institutions that run the wheels of government whose source of legitimacy comes from the community. The trust given by the community to government administrators must be balanced with good performance. Organizations need a leader who has the ability to influence the behavior of their members. Employee performance will be good if the leader has a leadership style that is acceptable to all employees and supports the creation of a good working atmosphere. Apart from the leadership style, an organization's ability to carry out its activities cannot be separated from the name of the facility. The better and more adequate the work facilities in an organization, the better the performance of employees in that organization. Effective workplaces and management processes are instrumental in increasing employee productivity. Organizations that have employees with high levels of job satisfaction tend to be more productive and effective. High employee job satisfaction will usually improve employee performance. Some of the research results that have been carried out show that there are several gaps or differences in the research results.

Tabel 1. *Research Gap*

<i>Research</i>	<i>Peneliti</i>	<i>Temuan</i>
The effect of work facilities on performance	Hendri, Kurbani dan Febrianti (2021)	Work facilities have a significant positive effect on performance
	Jufrizen (2021) Murwani (2017)	Work facilities have a positive and insignificant effect on performance
The effect of leadership style on performance	Irawan dan Suryani (2018)	Leadership style has a significant positive effect on performance
	Susanti, Oktarina dan Ratnasari (2022). Situmorang et al., (2021)	Leadership style has a positive and insignificant effect on performance
The effect of job satisfaction on performance	Hendri, Kurbani dan Febrianti (2021)	Job satisfaction has a significant positive effect on performance
	Rahmawati dan Irwana (2020) Azhari, Resmawan dan Ikhsan (2021)	Job satisfaction has a positive and insignificant effect on performance

(Source developed for research purposes)

The Pemalang Regency Tourism, Youth and Sports Office as a government agency and an element of state administration is required to set performance targets and measure the performance achieved and submit a Government Agency Performance report (LKIP). The results of the Government Agency Performance Report (LKIP) of the Pemalang Regency Tourism, Youth, and Sports Office in 2021 show the results of the 52% target performance achievement and the IKM score of 70.30 or not good, so that evaluation and follow-up are needed. The results of the report illustrate that the performance of the Pemalang Regency Tourism, Youth, and Sports Office is not as expected. This also illustrates that the performance of the employees of the Pemalang Regency Tourism, Youth, and Sports Office is not as expected.

Based on the results of the initial exploration, the performance of employees at the Pemalang Regency Tourism, Youth, and Sports Office (Disparpora) is still low. The problem of low employee performance can be seen from many employees coming late to the office. Many employees are found during working hours just watching TV, reading newspapers, and telling stories in the room. This is also shown in the recap of the attendance of Pemalang Regency Dinparpora employees, as follows:

Table 2: Recap of Attendance of Dinparpora Employees of Pemalang Regency

No	Parameters	Achievements
1	Attendance	82,39%
2	Absence	7,19%
3	Delay	27,73%
4	Pain	1,29%
5	Permissions	0,18%
6	Leave	0,67

Based on the results of a preliminary study using simple interview techniques to employees of Tourism, Youth and Sports of Pemalang Regency, information was obtained that leaders lacked nurturing their subordinates, if there was a problem the leader tended to suppress subordinates without helping to find solutions, leaders were lacking in motivating subordinates, work facilities were inadequate, many were found that office facilities and infrastructure could not function properly, many employees with honorary status complained that the honorarium was not in accordance with the high workload.

The results of this initial exploration show that the performance of Pemalang Regency Tourism, Youth, and Sports employees has not been maximized, employee perceptions of leaders who have not met expectations, work facilities that do not support work, and indications of dissatisfaction with work. Based on the explanation of the topic of the problem and the description above, the researcher is interested in reviewing the research, which is then outlined in the thesis with the title "The Effect of Leadership Style, Work Facilities, and Job Satisfaction on Employee Performance at Disparpora Pemalang Regency."

The formulation of the problem in this study is whether there is an influence of leadership style, work facilities, and job satisfaction on employee performance at Disparpora Pemalang Regency. The purpose of this study was to test and analyze the effect of leadership style, work facilities, and job satisfaction on employee performance at Disparpora Pemalang Regency.

1. Literature Review

Performance is the appearance of the work of personnel in an organization. Performance can be an individual performance or that of a work group of personnel. The appearance of the work is not limited to personnel who hold functional or structural positions but also to the entire range of personnel in the organization. (Ilyas, 2012). According to Chalimah and Zahro (2017), performance is the achievement or achievement of a person with regard to the tasks assigned to him. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. (Mangkunegara, 2017). Based on some of the above definitions, researchers draw the conclusion that performance is the result of work in quality and quantity by individuals or groups in carrying out the tasks assigned to them with maximum responsibility, seriousness, and time.

Theoretically, there are three groups of variables that affect work behavior and performance: individual variables, psychological variables, and organizational variables. These three groups of variables affect work behavior, which ultimately affects personnel performance. Individual variables are grouped into sub-variables of ability or intelligence, background, and demographics. Psychological variables consist of sub-variables of perception, attitude, personality, motivation, role conflict, burnout, and psychological well-being. Organizational variables are classified into sub-variables of

resources, leadership, rewards, structure, and job design Gibson (1987; Ilyas, 2012). Ilyas, 2012). Performance indicators Mangkunegara (2017) include work quality, work quantity, responsibility, cooperation, and initiative.

According to Thoha (in Badu and Djafri, 2017), leadership is an activity to influence the behavior of others, or the art of influencing human behavior, both individuals and groups. Kontz (in Badu and Djafri, 2017) defines leadership as "the influence, art or process of influencing people so that they will try to achieve group goals with willingness and enthusiasm. Hasibuan (2017) explains that leadership style is a way that a leader can influence employees, so that they want to work together and work productively to achieve organizational goals. Robbins and Judge (2105) explains that leadership style is a leader who supervises the work of employees, so that organizational goals can be achieved with the behavior or style of a leader.

Moenir (2015) Moenir (2015) states that work facilities are all types of equipment, work equipment and services that function as the main tool / assistant in completing work, and are also social in the context of the interests of people who are in contact with the work organization or everything that is used, used, occupied, and enjoyed by users. Work facilities are supporting facilities in physical form company activities, and are used in the normal activities of the company, have a relatively permanent period of usefulness and provide benefits for the future. Work facilities are very important for companies, because they can support employee performance, such as in completing work. And also work facilities as tools or facilities and infrastructure to help employees more easily complete their work and employees will work more productively.

Sutrisno (2016) explains that there are various definitions of job satisfaction. First, job satisfaction is a complex emotional reaction. This emotional reaction is the result of encouragement, desire, demands and expectations of employees towards workers who are connected to the realities felt by employees, giving rise to a form of emotional reaction in the form of feelings of pleasure, feelings of satisfaction, or feelings of dissatisfaction. Second, job satisfaction is an employee's attitude towards workers related to work situations, cooperation between employees, rewards received in work.

2. Method, Data, and Analysis

This type of research is a type of quantitative research. According to Sugiyono (2017) states that quantitative research is data in the form of numbers, or qualitative data that is scaled (scoring). This research is included in correlational research, namely research that will examine the relationship between variables both in the form of relationships and influences. (Nurhayati, 2012). This study was conducted to find the effect of leadership style, work facilities, and job satisfaction on employee performance.

The population in this study were all employees at Disparpora Pematang Rejang Regency in 2023 as many as 63 people. Determination of the sample size in this study using total sampling because the population in this study was 56 (<100) then the researcher made all members of the population sampled. The sampling technique used a saturated sample technique. Research data collection instruments or tools using questionnaires. The data analysis technique in this study used multiple linear regression approaches.

3. Result and Discussion

Multiple linear regression tests the effect of the independent variable on the dependent variable. The results of multiple linear regression tests can be seen in the following table:

Table 3. Multiple Linear Regression Analysis

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.768	1.907		7.220	.000
	KEPEMIMPINAN	.284	.068	.443	4.147	.000
	FASILITAS	.350	.118	.303	2.956	.004
	KEPUASAN	.392	.187	.206	2.099	.040

a. Dependent Variable: KINERJA

Based on Table 3, the regression equation can be formulated as follows:

$$Y = 13.768 + 0.284 X_1 + 0.350 X_2 + 0.392 X_3$$

From this equation, the following can be explained:

- 1) The constant is 13.768 which means that if there is no change in the leadership variable (X₁), work facilities (X₂) and job satisfaction (X₃) or (X = 0), then performance has a positive value of 13.768.
- 2) The regression coefficient of the leadership variable is positive, meaning that the leadership variable has a positive influence on performance. If there is an increase in the leadership variable and other variables are assumed to be constant, then performance tends to increase.
- 3) The regression coefficient of the work facility variable is positive, meaning that the work facility variable has a positive influence on performance. If there is an increase in the work facility variable and other variables are assumed to be constant, then performance tends to increase.
- 4) The regression coefficient of the job satisfaction variable is positive, meaning that the job satisfaction variable has a positive influence on performance. If there is an increase in the job satisfaction variable and other variables are assumed to be constant, then performance tends to increase.

The effect of leadership on employee performance

Based on the t test results in Table 4.18, it shows that the Leadership variable (X₁) has a significance of 0.000 less than 0.05 and the tcount value of 4.147 is greater than the ttable value of 1.66298. The statistical test results show that partially the Leadership variable (X₁) has a significant positive effect on the performance variable. Thus, the first hypothesis which states that leadership (X₁) has a significant positive effect on employee performance is accepted.

Leaders have a very important role in the success of their subordinates in carrying out their duties in order to achieve organizational goals. (Latifah, 2021). The existence of a leader in an organization is needed to bring the organization to the goals that have been set. Leaders usually apply certain leadership styles to influence the performance of their subordinates. Leadership style is a leader's behavior that a person uses when wanting to influence others. Various leadership styles can be used by a leader to influence and motivate subordinates, so as to improve the performance of subordinates in doing work. (Latifah, 2021).

A good leadership style can provide work motivation to subordinates. Employees can view their leaders as effective leaders or not, based on the satisfaction they get from the overall work experience. Employee performance will be good if the leader can provide the right motivation and the leader has a leadership style that can be accepted by all employees and supports the creation of a good work atmosphere. That way, every employee will carry out their duties happily without compulsion and can

provide maximum results. Conversely, an ineffective leadership style will not provide good direction to its subordinates so that most employees do work under duress and provide results that are not maximized. (Badu and Djafri, 2017).

The results of this study support previous research conducted by Irawan and Suryani (2018), Susanti, Oktarina and Ratnasari (2022), Turay, Salamah and Riani (2019), Jannah, (2020) shows that there is a significant positive effect of leadership on performance, meaning that the higher the leadership value, the higher the performance value, and vice versa, the lower the leadership value, the lower the performance.

The effect of work facilities on employee performance

Based on the t test results in Table 4.18, it shows that the work facility variable (X2) has a significance of 0.004 less 0.05 and the tcount value of 2.956 is greater than the ttable value of 1.66298. The statistical test results show that partially the work facility variable (X2) has a significant positive effect on the performance variable. Thus, the second hypothesis which states that work facilities (X2) have a significant positive effect on employee performance, is accepted.

The better and more adequate the work facilities in an organization, the better the performance of employees in that organization. Employees cannot do the work assigned to them without work tools and other work equipment. Work facilities that cannot be used or are limited can hinder employees in completing work, on the other hand, work facilities that are sufficient and suitable for use will be able to support the completion of work quickly and precisely so as to produce maximum performance. (Irawan and Suryani, 2018).

The results of researchers' observations in the field of work equipment have not fully supported work needs, seen as damaged computers and printers that have not been repaired, computers that are slow can hinder work so that it takes a long time to finish. This strengthens the research results that work facilities have a significant positive effect on performance. The results of this study support previous research conducted by Hendri, Kurban and Febrianti (2021), Jufrizen (2021), Irawan and Suryani (2018) shows that work facilities have a significant positive effect on performance, meaning that the higher the work facilities, the higher the performance, and vice versa, the lower the work facilities, the lower the performance.

The effect of satisfaction on employee performance

Based on the t test results in Table 4.18, it shows that the job satisfaction variable (X3) has a significance of 0.040 less than 0.05 and the tcount value of 2.099 is greater than the ttable value of 1.66298. The statistical test results show that partially the variable Job satisfaction (X3) has a significant positive effect on the performance variable. Thus, the third hypothesis which states that job satisfaction (X3) has a significant positive effect on employee performance is accepted.

Effective workplaces and management processes are instrumental in increasing employee productivity, thereby improving organizational performance. Organizations that have employees with high levels of job satisfaction tend to be more productive and effective. High employee job satisfaction will usually improve employee performance. An employee's job satisfaction is very dependent on things related to his work (Azhari, Resmawan and Ikhsan, 2021). Job satisfaction obtained by employees will form employee commitment to work which in turn can improve employee or employee performance. When workers do not have satisfaction in their work, it will affect their performance at work. (Suntari and Rasto, 2018)..

Job satisfaction and performance are a related relationship in an organization. Job satisfaction is the dream of every individual who has worked. Each employee has a different level of satisfaction

according to their values. (Damayanti, 2018). Organizations that have employees with high levels of job satisfaction tend to be more productive and effective. High employee job satisfaction will usually improve employee performance. An employee's job satisfaction is very dependent on things related to his job (Azhari, Resmawan, 2018). (Azhari, Resmawan and Ikhsan, 2021)..

The results of this study support previous research conducted by Satrio (2014), Suntari and Rasto (2018), Hendri, Kurban and Febrianti (2021) shows that job satisfaction has a significant positive effect on performance, meaning that the higher the job satisfaction, the higher the performance, and vice versa, the lower the job satisfaction, the lower the performance.

4. Conclusion and Suggestion

Leadership has a significant positive effect on employee performance. Effective leadership that can be accepted by all employees will create a good working atmosphere, so that each employee will carry out their duties happily without coercion and can provide maximum results. Work facilities have a significant positive effect on employee performance. The better and more adequate the work facilities in an organization, the better the performance of employees in that organization. Work facilities that cannot be used or are limited can hinder employees in completing work, otherwise work facilities that are sufficient and suitable for use will be able to support the completion of work quickly and precisely so as to produce performance. Job satisfaction has a significant positive effect on employee performance. The job satisfaction obtained by employees will form employee commitment to work which in turn can improve employee performance. When workers do not have satisfaction in their work, it will affect their performance at work.

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