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# THE INFLUENCE OF SALARY, WORK FACILITIES, AND LEADERSHIP FACTORS ON EMPLOYEE PERFORMANCE

# ADI BANDONO<sup>1</sup>, SUKMO HADI NUGROHO<sup>2</sup>, OKOL SRI SUHARYO<sup>3</sup>, APRIL KUKUH SUSILO<sup>4</sup>

<sup>1,3</sup> Indonesia Naval Technology Colege, STTAL Surabaya Indonesia
<sup>2</sup> Esa Unggul University, Jakarta Indonesia, <sup>4</sup> Airlangga University, Surabaya Indonesia

Email : adibandonosttal@gmail.com, sukmo.hadi@esaunggul.ac.id, okolsrisuharyo@gmail.com, aprilkukuhsusilo@gmail.com

## ABSTRACT

Government agencies in carrying out work operations should provide work facilities to motivate employees in carrying out their work so as to improve employee performance. The important thing that concerns employees in any institution today is the issue of wages and salaries, including in government institutions. In addition, the leadership style of leaders in government institutions can also be a driving force and encouragement for employees at work. Employee performance is a must in government institutions so that it is easy to carry out their activities to provide services to the wider community. The problem is whether the salary factor  $(X_1)$ , work facilities  $(X_2)$  and leadership style  $(X_3)$  partially and simultaneously affect the performance of employee personnel in government institutions (Y). Of the three factors, it is sought which factor has the most dominant influence on employee performance. This study aims to determine partially and simultaneously the variables of salary, work facilities, and leadership style on employee performance in government institutions. And to find out from the three research variables, namely salary, work facilities, and leadership style are variables that have a dominant influence on employee performance. The population in this study were all employees, totaling 100 employees of a government institution. The research sample is 85 respondents. Data collection techniques using a questionnaire. The data analysis technique consists of a validity test, reliability test, classical assumption test, multiple linear regression analysis, t-test, and F test. The results obtained are that the multiple regression analysis shows that the variables of salary, work facilities, and leadership style have a partial and partial effect simultaneously on employee performance. While the dominant influencing variable is the salary factor.

Keywords: Salary, Work Facilities, Leadership Style, Employee Performance, Government Institution

# 1. INTRODUCTION

The development of the national economy has an impact on improving the welfare of the community, starting from people living in rural areas to urban communities. Then the existence of the business world is experiencing a tough time, because of the open competition between domestic government institutions and government institutions from abroad. Therefore, the economic condition of a country is experiencing an extraordinary battle. With such economic conditions, government institutions have difficulty predicting. This kind of thing makes various entrepreneurs will be required to be able to maintain their stability and existence in carrying out the activities of their government institutions continuously. So operational implementation in government institutions must be sensitive to various changes and market fluctuations that occur, especially those that can affect the situation and condition of government institutions [2].

In this case, as an entrepreneur, he has a fairly heavy burden to maintain the stability and existence of his government institution. Because running such a business is not easy, especially with the opening up of trade, making productproducing government institutions are no longer able to control the market, but many are controlled by the existing market. Therefore, many government institutions have gone out of business due to following a very tough market journey and requiring such a large amount of financing [3].

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The tightening of democracy makes openness even more narrowed. This gives the operational system of government institutions limited freedom for all employees to express their aspirations, either privately or openly, and is not even allowed to hold demonstrations to demand that employers get a decent level of welfare and fulfill their needs. The important thing that employees in government institutions pay attention to is the issue of wages and salaries. Where the problem becomes a sensitive and easy influence on the attitudes and behavior of employees on all matters relating to the survival of government institutions. Considering that employees are the driving force that makes government institutions able to carry out their activities to achieve their goals. Even if the existence of employees has decreased their morale, then it is very dangerous for the survival of the government institution [7].

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Government institutions in carrying out their duties and functions have provided work facilities to motivate employees in carrying out their work and duties. Because with the provision of work facilities, it is expected that government institutions will get rewards in the form of increased profits, namely in the form of work motivating employees to more enthusiastically. With an increase in carrying out their duties, employee performance spurs the achievement of the goals of government institutions more optimally. This is very important in the journey of an government institution, especially an government institution that provides public services, which requires fast-paced by utilizing enormous information technology [4].

In supporting the success of achieving the goals of government institutions, all aspects of government institutions are utilized on a large scale so that government partners will benefit from the various services provided by government institutions. This kind of thing is of great value, especially in a kind of government institution or school. Therefore, another demand that can improve employee performance is a leadership style that can be a motor and encouragement for employees at work. The leadership's ability to manage employees who are their subordinates makes the work situation and environment very comfortable and pleasant [1].

Employee performance is a demand in government institutions to make it easy to carry out their activities to provide services to the

www.jatit.orgE-ISSN: 1817-3195sgeneral public. This is given that all activities ofegovernment institutions require maximum workswith high achievement so that the goals ofsgovernment institutions as desired come true.dGood performance results are the demands ofoemployees so that the efforts of governmentfinstitutions in achieving goals can be maximallytrealized [5].

In such difficult conditions, especially the atmosphere of the COVID-19 pandemic, the situation is felt in the community, so almost all government institutions face the same difficulties. Especially in some government institutions that specifically provide services to the wider community, the problems that exist in government institutions require better employee performance and even have to work extra hard so that the survival of government institutions can be maintained and even further improved. As government institutions that exist today, many face complex problems, because many people also experience difficulties in living their lives today. Therefore, researchers try to measure the employees who work in government institutions so that the performance of these employees can be more optimal to achieve the goals of government institutions.

Based on the description above, the formulation of the problem that the author can put forward is as follows:

a. Do the factors of salary, work facilities, and leadership style partially affect employee performance?

b. Do the factors of salary, work facilities, and leadership style simultaneously affect employee performance?

c. Of the three factors, namely the salary factor, work facilities, and leadership style, which factor has the most dominant influence on employee performance?

Based on the description of the background and the formulation of the problem in this research, then on this occasion will be presented about the objectives of this research, namely:

a. Want to know if the factors of salary, work facilities, and leadership style partially affect employee performance.

b. Want to know the factors of salary, work facilities, and leadership style simultaneously affect employee performance.

c. Of the three factors, namely the salary factor, work facilities, and leadership style, want to know which has the most dominant influence on employee performance.

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2.2.

# Salary

# MATERIALS AND METHODS Personnel Management

Human resource management according to [6] states that personnel and human resource management is an acknowledgment of the importance of the organization's workforce as a vital human resource for the achievement of organizational goals, and the utilization of various functions and personnel activities to ensure that they are used effectively and wisely to benefit individuals, organizations and society.

According to [8] it is explained that personnel management is planning, organizing, directing, and supervising the procurement, development, compensation, integration, and maintenance of the workforce to help achieve the goals of government institutions, individuals, and communities. Human resource management is a process that consists of evaluating human resource needs, obtaining experts to meet those needs, and optimizing the use of human resources with appropriate incentives and assignments.

Management is an activity to manage the organization so that it can run according to the wishes that have been set. The content of planning in personnel management in this case contains the organization's plans for achieving its goals. How the preparation should be done, then how to implement it in realizing the operational activities of the government institution [17].

The next element includes organizing which includes ways to cooperate in a cohesive team in the activities of government institutions. If an government institution wants to achieve its goals, it must be organized so that synchronization occurs between one part and another. Directions in carrying out work activities in government institutions must have direction so that the plans that have been organized can be carried out as well as possible. The implementation of the work needs to have such direction considering that all organizational plans are the result of the leadership's initiation, then the implementers are the subordinates and must be focused in such a way that the goals of government institutions can be achieved as well as possible. Supervision of the implementation of the activities of government institutions plays a very large role in evaluating the work results. Because the work is without any evaluation or supervision is very difficult to know that the work has been carried out well. So that this supervision is a step in the assessment of work results.

Salary is a fixed amount paid to workers for services or work performed. Salary is calculated on a weekly, monthly, or yearly basis. It is appointed to pay employees. Salary refers to an individual's income through work. An exchange relationship exists between the employee and the government institution, and an employee trades his or her labor or knowledge with the government institution in exchange for money or benefits that can provide for the needs and improvements of life for the individual.

From the employee's perspective, the salary referred to includes wages, overtime pay, bonuses (or commissions), and various benefits, which mean direct, general, and financial remuneration. Salaries can be divided into three categories, namely basic salary, subsidies, and bonuses. Basic salary and bonuses are direct salaries, while subsidies are indirect salaries. The key to salary design lies in recruiting talent and retaining good employees in government institutions [14].

# 2.3. Work Facilities

To improve employee performance, it is necessary to approach employees by paying attention to psychological factors inherent in employees such as motivation, calm, personality, emotion, and so on. Employees will feel comfortable and at home working, if there are work facilities that allow the fulfillment of their needs as humans, not as mere means of production [16].

Work facilities are factors that cannot be separated from the world of work and are the most important thing for employees to complete their tasks. The availability of facilities in the form of complete work support facilities and infrastructure will encourage employees to increase their productivity. The implication that arises from these conditions is that employee performance is more optimal and the goals of the organization can be achieved effectively and efficiently. According to [13], work facilities are a form of service for government institutions to employees to support performance in meeting employee needs, increase to employee productivity. To improve employee work discipline, it is necessary to have good work facilities. The existence of work facilities provided by government institutions greatly supports employees in their work.

Government institutions must have supporting facilities that will later function to

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ISSN: 1992-8645 assist the work process in these government institutions. Adequate work facilities certainly have a positive impact on the work process within the government institution. Work facilities used in various forms, types, and benefits are adjusted to the needs of government institutions or agencies. Employee work facilities provided in the office should be adapted to their work so as not to hinder work. The greater the support activities in the process of activities for certain purposes. A government office must have various kinds of complete work facilities such as office buildings, computers, desks and chairs, cabinets, and other supporting facilities such as official vehicles. Facilities are very important to improve employee performance. Facilities can be a driving force for employees' needs to carry out their activities so that work is easily completed. An employee must be able to operate or utilize existing facilities. Facilities can also be interpreted as facilities and infrastructure available in the environment and inside, intended to provide maximum service so that people feel satisfied [10].

Facilities are the main supporting factor in a service, because what does it mean for an government institution/institution without facilities, without office equipment, and without manpower, maybe just a nameplate. According to [12], the types of work facilities consist of:

a. Machinery and equipment, which is the entire equipment used to support the production process in government institutions.

b. Infrastructure, namely supporting facilities used to facilitate the activities of government institutions, including bridges, roads, fences, and others.

c. Office equipment, namely facilities that support existing activities in the office, such as office furniture (tables, chairs, cabinets, and others). Laboratory equipment and electronic equipment (computers, photocopiers, printers, and other calculating equipment).

d. Inventory equipment, namely equipment that is considered necessary tools in government institutions such as vehicle inventory, office inventory, factory inventory, laboratory inventory, warehouse inventory, and others.

e. Land, which is an asset that spreads widely, both used in building sites, as well as those used for government institution activities.

f. Buildings, namely facilities that support the central activities of the main government institutions such as offices and warehousing.

www.jatit.orgE-ISSN: 1817-3195ttg.Means of transportation, namely allyequipment used to assist the implementation ofsthe activities of government institutions such assvehicles (trucks, tractors, cars, motorcycles etc).

The availability of facilities is one of the elements that can determine a high level of performance for employees in carrying out their work. Facilities, especially those related to supporting facilities and equipment in the office used by employees for work, must be available if the government institution/institution wants to increase employee performance or productivity. In addition to improving the performance of employees/employees, it will also provide satisfaction for the employees themselves [11].

# 2.4. Leadership Style

Although leadership is not a new problem, it is still an interesting topic of discussion. This is due to the progress achieved by humans, both in the fields of science and technology which has had a lot of influence on the study of leadership. Leadership is an activity to influence other people so that people want to work together (collaborating with their potential) to achieve the goals that have been set [15]. The success or failure of an organization is determined by the leadership that leads the organization, even the back and forth of an organization is often identified with the leadership behavior of its leaders. Thus, the leader must be responsible for the implementation of the organization or institution he leads, this places a very important leadership position in an organization or a particular institution. Meanwhile. Nawawi defines leadership as the ability to move, motivate, and influence people to be willing to take actions that are directed at achieving goals through the courage to make decisions about activities that must be carried out.

Leadership style is a way that a leader shows an attitude that is a certain characteristic to influence his employees in achieving organizational goals [18]. Leadership style is a set of characteristics used by leaders to influence their employees so that organizational goals are achieved or it can also be said that the patterns of behavior and strategies applied by a leader. Another understanding suggests that leadership style is a way how a leader can influence followers to voluntarily want to take various joint actions ordered by the leader without feeling that he is being pressured to achieve organizational goals [6]. From this description it <u>15<sup>th</sup> November 2022. Vol.100. No 21</u> © 2022 Little Lion Scientific

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can be concluded that the leadership style i	s a development, and	so on. What is meant by work
comprehensive pattern of actions of a leader,	to performance is the	e performance achieved by a
control the subordinates he leads with	a worker in carryi	ng out the tasks and work

control the subordinates he leads with a dominant characteristic in himself for the achievement of organizational goals.

# 2.5. Employee Performance

Every human being has the potential to act in various forms of activity. The ability to act can be obtained by humans either naturally (present from birth) or learned. Although humans have the potential to behave in certain ways, that behavior is only actualized at certain times. The potential for certain behavior is called ability, while the expression of that potential is known as performance. "Performance comes from the notion of performance. There is also a definition of performance as the result of work or work performance. But actually, performance has a broad meaning, not only the results of work but including how the work process takes place" [9].

Performance is the achievement of work performance that can be realized by employees in their work environment, especially in government institutions. With this performance, an employee will get a better reward, position, and experience in participating in the success of government institutions. Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period [9]. The term performance comes from the word Job Performance or Actual Performance (job performance or actual achievement achieved by someone). So that it can be defined that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him.

Performance is the result of a process that refers to and is measured over a certain time based on pre-determined terms or agreements. The opinion that explains the notion of performance is conveyed by [9] stating that employee performance (performance) is the result of work that can be achieved in a certain work position by going through the stages in the work assessment. The results can be useful for determining job placement, training needs, career development, and so on. What is meant by work performance is the performance achieved by a worker in carrying out the tasks and work assigned to him. In general, the work of a worker is influenced by the skills, skills, experience, responsibility, and sincerity of the workforce concerned.

Performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined through the organization's strategic planning. Employee performance as expressions such as output, efficiency, and effectiveness are often associated with productivity. Performance according to [7] is what employees do or don't do. From several expert opinions, it can be concluded that employee performance is the result of work done by someone in an organization to achieve the desired goals of an organization and minimize losses.

From several expert opinions, it can be concluded that employee performance is the result of work done by someone in an organization to achieve the desired goals of an organization and minimize losses. Thus it can be explained that performance can be equated with achievement, which is a work activity carried out by employees following applicable regulations with optimal work results. The size of the performance is mostly from the work that has been carried out by the employee concerned. If the employee does not have work results, it is considered that the employee does not have performance. Therefore, in government institutions that produce goods or services, the performance can be seen from the work and sincerity of an employee in carrying out his work duties. This relates to the work intention of employees in their respective work units.

# 2.6. Hypothesis

In analyzing this research Salary  $(X_1)$ , Work Facilities  $(X_2)$ , Leadership Style  $(X_3)$  on Employee Performance (Y) in Government Institutions, the framework of thought in this study is described as follows:



Figure 1. Research Constellation Model

From the concept of the research framework, the authors make the following hypotheses:

a. The factors of salary, work facilities, and leadership style partially affect the performance of employees of government institutions.

b. Factors: salary factors, work facilities, and leadership style simultaneously affect the performance of employees of government institutions.

c. Of the three factors, namely, the salary factor, work facilities, and leadership style, then the product price factor is the most dominant factor influencing the performance of government institution employees.

# 2.7. Research Methods

The research design shows that the activities carried out by researchers are starting from the formulation of hypotheses to data analysis. The research method used is a survey research method, which is a study that takes a sample from a population and uses a questionnaire as the main data collection tool. Thus, this type of research is explanatory research, which is a study that explains the causal relationship between research variables through hypothesis testing (Suharyo et al, 2022). The population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then drawn conclusions. The population in this study are all employees of government institutions with a total of 79 people who have been working so far.

Then also according to [21], the sample is part of the number and characteristics possessed by the population. If the population is large and the researcher is not able to study everything in the population, for example, due to limited funds, manpower and time, the researcher can use samples taken from that population. With the total population until 2021 the number of employees of government institutions is + 100 people, then the determination of the sample using the Slovin formulation can be calculated as follows:

$$n = \frac{N}{1 + (Ne^2)}$$
  

$$n = \frac{1}{1 + (100x0,05^2)} = 80$$

Based on the formula above, it is known that the minimum sample size is 80 which was increased to 85 respondents with the consideration that the above data adequacy is ideal. The sampling method used a random sampling technique, namely by randomly selecting working employees. Data collection techniques using a questionnaire with a Likert scale of 1 - 5. The data analysis technique uses the SPSS version 19.0 application which consists of a validity test, reliability test, classical assumption test, multiple linear regression analysis, t-test, and F test.



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#### 3. **RESEARCH RESULT**

#### 3.1. Validity test

Variable	Items	r	Significance	Test Result
	Items 1	0,662	0,000	Valid
$(X_1)$	Items 2	0,828	0,000	Valid
(11)	Items 3	0,876	0,000	Valid
	Items 4	0,815	0,000	Valid
	Items 5	0,769	0,000	Valid
	Items 1	0,729	0,000	Valid
Work Facilities	Items 2	0,754	0,000	Valid
$(\mathbf{X}_2)$	Items 3	0,755	0,000	Valid
	Items 4	0,763	0,000	Valid
	Items 5	0,698	0,000	Valid
	Items 1	0,733	0,000	Valid
Leadership Style	Items 2	0,699	0,000	Valid
(115)	Items 3	0,658	0,000	Valid
	Items 4	0,798	0,000	Valid
	Items 5	0,635	0,000	Valid
	Items 1	0,746	0,000	Valid
Employee Performance	Items 2	0,825	0,000	Valid
(Y)	Items 3	0,824	0,000	Valid
	Items 4	0,826	0,000	Valid
	Items 5	0,732	0,000	Valid

From the results of the validation test, all variables have a correlation value (r) greater than 0.50 which means that it can be stated that all the

variables/instrument items are valid.

#### 3.2. **Reliability Test**

Table 2. Reliability Test Results			
Variable	Alpha	Result	
Salary (X <sub>1</sub> )	0,844	Reliable	
Work Facilities (X <sub>2</sub> )	0,856	Reliable	
Leadership Style (X <sub>3</sub> )	0,886	Reliable	
Employee Performance (Y)	0,839	Reliable	

Based on the results of the analysis of the reliability test carried out as a whole it can be said to be reliable because the value of the Cronbach alpha coefficient has a value greater than 0.6.

#### 3.3. **Classic assumption test**

Table 3. Classic	assumption test
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No.	Classic Assumption Test	Result		
1. Normality test		Fulfilled		
2.	Multicollinearity Test	There is no multicollinearity		
3. Heteroscedasticity Test		There is no heteroscedasticity		
4. Autocorrelation Test		There is no autocorrelation		

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# 3.4. Multiple Linear Regression Analysis

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Variable	Unstandard Coefisien		Standardized Coefficients	Т	Sig.	Result
	В	Std.Error	Beta			
(Constant)	10,068	2,411		4,184	0,029	
Salary (X1)	0,587	0,092	0,336	7,122	0,035	Significance
Work Facilities (X <sub>2</sub> )	0,324	0,072	0,288	5,142	0,049	Significance
Leaderships Style (X <sub>3</sub> )	0,498	0,092	0,281	5,928	0,032	Significance
R	= 0,884	·	·		•	L.
R Square	= 0,773					
Adjusted R Square	= 0,764					
F count	= 4,026					
F table	= 3,260					
Sign. F	= 0,000					
А	= 0,050					

From the results of the analysis in Table 4, the following equation is obtained

# $Y = 0,587 X_1 + 0,324 X_2 + 0,498 X_3 + e$

V	= Employee	Derformance
1	- Employee	

 $X_1 = Salary$ 

 $X_2$  = Work Facilities

 $X_3$  = Leaderships Style

Based on the multiple linear regression equation, it can be seen the direction of the relationship of the variable salary  $(X_1)$ , work facilities  $(X_2)$ , and leadership style  $(X_2)$  which is indicated by the sign of the regression coefficient. The regression coefficient of variable  $X_1$ , variable  $X_2$ , and variable  $X_3$  is positive indicating that any addition or increase in each of these variables will have a positive effect on the performance of government institution employees.

From the calculation results above, it can be stated that the R number of 0.884 indicates that the correlation or relationship between salary, work facilities, leadership style, or independent variables is strong because the value is above 0.5 with a value in the form of a positive influence value. Therefore, it can be said that the effect of the independent variable partially on the performance has increased significantly.

The value or number of R square or the coefficient of determination is 0.773. However, for the number of independent variables

consisting of three, it is better to use Adjusted R Square, which is 0.764 (always smaller than R Square). This means that 76.4% of the variation in the performance of government institution employees can be explained by variations of the three independent variables. While the rest (100% - 76.4% = 23.6%) is explained by other variables outside the model.

# 3.5. Hypothesis Testing Results

a. First Hypothesis Testing With t-Test

Hypothesis testing is used to determine whether the proposed hypothesis is accepted or rejected. If t test > t table, it means that there is a significant relationship, otherwise if t-test < t table, it means that there is no significant relationship. To test this, the t-test can be used as follows:

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	Table 5. t Test Results		
No	Hypothesis	Value	Status
1	The salary variable $(X_1)$ partially has a significant effect on performance.	t = 7,111* sig t = 0,035 t-table = 2,000	Hypothesis accepted
2	Work facilities variable (X2) partially has a significant effec on employee performance.	tt = 5,131* sig t = 0,049 t-table = 2,000	Hypothesis accepted
3	The leadership style variable (X3) partially has a significant effect on performance.	t = 5,939* sig t = 0,032 t-table = 2,000	Hypothesis accepted

Based on the data contained in Table 5, it can be seen that the sig/significant column shows that the relationship between salary (0.035), work facilities (0.049), and leadership style (0.032) has a significant number below 0.05. Therefore, the three independent variables partially have a significant effect on employee performance.

# b. Second Hypothesis Testing

The F test is used to determine whether

\* Significance at a level of 5 %.

the independent variable cumulatively (overall) has an influence or not on the dependent variable, then the calculated F formula is used. This hypothesis states that the factors of salary, work facilities, and leadership style have a simultaneous effect on the performance of employees of government institutions. To show all the factors included in this discussion model that has a significant effect simultaneously on performance, the F test is used with the following hypothesis:

Table 6. F Test Results

Hypothesis		Result		
There is a simultaneous significant effect of the variables of the relationship	F	=	4,026	
between salary, work facilities, and leadership style on performance.	Sig F	=	0,035	
	F-table	=	3,150	

Based on the results of the F test as in Table 6 above, the F-count value is greater than Ftable (4,026 > 3,150) with a significant level of 0.035 < 0.05. This means that simultaneously the factors regarding salary, work facilities, and leadership style have a significant effect on the performance of employees of government institutions so the hypothesis says that there is a simultaneous significant influence of the variables of salary, work facilities, and leadership style on employee performance.

# c. Third Hypothesis Testing

The third hypothesis test, to determine

the most dominant variable can be seen through the value of the largest Beta standardized coefficients in the table of multiple linear regression analysis results. From Table 7 above, it is known that the variable that has the most dominant influence on the performance of employees of government institutions is  $X_1$ which is a salary that has a standardized coefficients beta value of 0.335. Thus indicating that the first hypothesis is proven that salary is the most dominant variable influencing performance. The following table presents the value of standardized coefficients Beta:

Code of Variable Variable		Standardized Coefficient Beta
X1	X <sub>1</sub> Salary 0,345	
X2	Work Facilities	0,288
X <sub>3</sub> Leaderships Style		0,281

Table 7. Value of Standardized coefficients Beta

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4. DISCUSSION 4.1. Salary Variable	with	Employee	c. From work facilitie	the three factors, namely salary, s, and leadership style, the most

Based on the results of multiple linear regression analysis, it was found that when viewed from the regression coefficient value of 0.587 and the significance value of t < 0.05, which is 0.045, then the salary variable is a variable that influences performance, then the influence of this salary is a positive value and it This will make the salary provisions if added work facilities and leadership style will be able to improve the performance of employees of government institutions.

#### 4.2. Variable Work Facilities with **Employee Performance**

Based on the results of multiple linear regression analysis, it was found that when viewed from the regression coefficient value of 0.324 and the significance value of t <0.05, which is 0.049, then the work facility variable is a variable that influences performance, then the effect of this working facility is a positive value. and this will make the provisions of work facilities if the work facilities are increased will result in increasing employee performance, but if the work facilities are lowered it will be able to reduce employee performance.

#### 4.3. Leadership Style Variables with **Employee Performance**

Based on the results of multiple linear regression analysis, it was found that when viewed from the regression coefficient value of 0.498 and the significance value of t <0.05, which is 0.052, the leadership style variable is a variable that influences performance, then the influence of this leadership style is a positive value. and this will make the provision of leadership style if the work facilities are increased will result in increased performance, but if the leadership style is lowered it will be able to reduce employee performance.

#### 5. **CONCLUSION**

The conclusions that can be drawn from the results of this study are as follows:

All independent factors, namely salary a. factors, work facilities, and leadership style in this study partially have a significant influence on the of employees of government performance institutions.

b. Independent factors consisting of salary factors, work facilities, and leadership style in this study simultaneously have a significant influence on employee performance.

dominant influence on employee performance is the salary variable which has the largest standardized coefficient beta value of 0.345.

The recommendations and further work as well as suggestions that can be given based on the results of this study are as follows:

From multiple linear regression analyses, a. all of them have positive values. This means that if there is an increase of one point, it will be able to increase employee performance. Then the lowest value of the three variables is the leadership style variable, so in this case, government institutions must determine policies on good leadership styles, so as not to make a decrease in employee performance.

For the leadership of government b. institutions, it is better to pay more attention and concentrate on the problems of salary, work facilities, and leadership style to increase employee performance.

c. For future researchers who are interested in developing this study, it is recommended to add other variables that are not included in this study, and further deepen the study by developing question items using different samples and locations to further strengthen the findings of this study.

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