

The Impact of Leadership and Allowances on Employee Performance: A Study of Satpol PP Kebayoran Lama

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ABSTRACT

This study examines the extent to which leadership and allowances affect civil servant performance. Adopting a quantitative research approach, data were collected through Google Forms using a Likert Scale (1-5), covering the entire population of 93 employees through saturated sampling technique. The analysis was conducted using Multiple Linear Regression with Statistical Production Service Solustion (SPSS). The findings indicate that leadership has a positive and significant impact on employee performance. Conversely, allowances do not show a significant effect. Moreover, leadership shows a more substantial effect on performance compared to allowances, as indicated by the standard coefficients, where leadership has a beta value of 0.439 compared to 0.310 for allowances. Based on these results, it is recommended that institutions prioritize employee feedback and provide tailored guidance and motivation, especially for those experiencing performance issues.

Keywords : Allowances, leadership, Kemayoran Lama, Satpol PP, performance

A. INTRODUCTION

Human Resources is an important factor in both companies and organizations, because human resources play a role in planning, execution, and determining the realization of the organization. Organizations and employees are two things that are mutually sustaining. One of the key factors determining the success of regional government in implementing regional autonomy is the employees. Employees are the most important element in determining the progress or decline of an organization. Human resources (HR) are a critical component in organizational success, particularly in public institutions.

To achieve the organization's goals, employees who meet the organization's requirements are needed, and they must also be able to carry out the tasks assigned by the organization. The success of the organization can be assessed by looking at the performance of its employees. Performance is the ability or achievement of an employee in carrying out their work based on predetermined targets, through a work process in accordance with the organization's plan (Pandey, 2019). If an employee successfully brings progress to their organization, the benefits gained will be felt by both parties, the employee and the organization. For employees, success is a realization of one's potential and an opportunity to meet their living needs. Whereas for the organization, it is a means towards the growth and development of the organization itself. The presence of Human Resources (HR) in an organization, whether in the government or private sector, plays a very important role.

Regional Device Work Unit (SKPD) is part of the local government that carries out regional governance functions and public services, both directly and indirectly. The Civil Service Police Unit is one of the regional apparatuses (Satpol PP). A regional organization called Satpol PP was created to uphold community safety, preserve peace and order, and enforce regional and head rules. Law Number 23 of 2014 is applied at the implementation level, so its implementation regulations were created in the form of Government Regulation Number 16 of 2018 concerning the Civil Service Police Unit. The role of the Satpol PP in carrying out this task is regulated or directed by a leader who holds a significantly influential position. The role of a leader cannot be separated from the achievements of an organization, including government agencies such as Satpol PP.

In Government Institutions, the leadership style applied is the Bureaucratic Leadership Style, which means leading based on regulations. Leadership behavior characterized by strict adherence to established procedures for both the leader and subordinates. A bureaucratic leader, in general, will make all decisions based on the existing rules. All activities must be centered around the leader, and only a little freedom is given to others in terms of creativity and action, which must not deviate from the existing regulations. Some characteristics of the bureaucratic leadership style are that the leader will make all decisions related to the entire work and will instruct all subordinates to carry them out (Mattayang, 2019).

Government Regulation Number 46 of 2011 concerning the Performance Appraisal of Civil Servants mandates the use of performance assessments based on

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Employee Work Targets (SKP) as part of efforts to support the implementation of bureaucratic reform and the accomplishment of the vision and mission to improve employee performance quality (PNS). Performance allowance (incentive) is defined as a reward given to employees whose performance meets the specified targets. The provision of this incentive is an income outside of the basic salary, and this income is referred to as a performance-based compensation system (RN & Rochman, 2022).

Every Civil Servant (PNS), including Satpol PP who are PNS, receives performance allowances as a kind of payment for their services to the company in addition to their salaries. Additional income allowances are one type of performance allowance that was previously described. Article 39 Paragraph (2) of Minister of Home Affairs Regulation Number 59 of 2007 addressing revisions to Minister of Home Affairs Regulation Number 13 of 2006 on Guidelines for Regional Financial Management contains regulations pertaining to these increased income allowances. Depending on work performance, professional scarcity, or workload, extra money is given to employees to enhance their welfare.

Mudhofar & Gumanti, (2021) explains that the success of an organization greatly depends on the performance of its employees. Nurmansyah, (2019) also demonstrated that factors influencing employee performance include leadership and compensation. Effective leadership can motivate employees to work harder and improve their performance. Compensation, such as benefits, can also be a significant factor in employee motivation and productivity. Another study by Anggraini et al., (2019) has shown that leadership and compensation have a significant impact on employee performance. Referring to several previous studies and the importance of the success of government organizations, one of which is the Satpol PP, it is necessary to measure the Influence of Leadership and Allowances on the Performance of Satpol PP Civil Servants in Kebayoran Lama District.

B. THEORITICAL

Satpol PP

Satpol PP, or the Public Order Enforcers, is a crucial government agency in Indonesia that plays a vital role in ensuring public order and safety within the country. As the regional autonomy era has progressed, the responsibilities of Satpol PP have become increasingly significant in supporting regional

development and enforcing local regulations (Setiyono, 2016). The primary duties of Satpol PP are to maintain public order and security, enforce the law, and provide protection, safeguard, and public service to the community (Hutahaean & Indarti, 2020). These responsibilities are derived from the legal framework that governs the operations of the Indonesia National Police, of which Satpol PP functions as a specialized unit tasked with upholding local regulations and preserving public tranquility at the regional level (Ratnasari & Prasojo, 2020).

Performance

As Ichsan et al. (2020) state, the performance is the work or output that each of the employees exerts to achieve the objectives of the firm or help in the realization of its targets. The achievement of an individual is in principle an individual concern since employees are not of the same skill level. In contrast, performance may also be described as the degree of success an employee has in accomplishing their tasks within a given time frame. Silaen et al. (2021) define performance as the work outcome attained by someone in fulfilling their job or responsibilities. To increase the accountability of government agency performance, all government agencies require skilled human resources to serve the community to the best and largest extent possible (Fadila & Budiwitjaksono, 2022).

The concept of performance based on the Instruction of the President of the Republic of Indonesia Number 7 of 1999 concerning the Accountability of Government Agencies' Performance, which in its implementation is followed up with the Decision of the Head of the National Institute of Public Administration Number 589/IX/6/Y/1999 concerning Guidelines for the Preparation of Accountability Reports for Government Agencies' Performance, performance is a depiction of the extent to which the goals, objectives, vision, and mission of the activities or organizational plans set forth in the organization's strategic plan can be achieved. The performance, according to this definition, denotes the extent to which the vision, mission and goals of the organization which arise from the strategic plan of the organization have been achieved. In other words, it is evaluated in terms of program accomplishment cut against the organization's goals, mission, and vision.

There are several indicators for measuring employee performance or achievement within an organization. According to Arifin et al., (2019), employee performance is the achievement produced by employees to complete their tasks

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well. Performance indicators include the amount of work, quality of work, punctuality, attendance, and teamwork ability. Silaen et al., (2021) concluded several performance indicators from various researchers, namely Quality, Quantity, Timeliness, Effectiveness, Commitment, and Responsibility.

Leadership

According to Tewal et al., (2017), leadership is a process in which someone leads, guides, influences, and controls the thoughts or behaviors of others under their supervision to do something in achieving the established goals through the power and authority they possess. Effective and efficient leadership can be achieved if leadership is carried out according to the established functions and objectives. According to Arifin et al., (2019), leadership is the attitude or behavior of a leader to influence subordinates regarding the workload that has been assigned to their employees.

To measure whether a leader's leadership style aligns with an organization, it can be assessed using leadership dimensions. According to Adiawaty, (2020), indicators of leadership include the ability to see problems comprehensively, taking the initiative to make improvements and changes, encouraging and appreciating creativity, persuading to achieve goals, building commitment, being able to coordinate and collaborate with many parties, providing guidance and advice to subordinates, motivating in the achievement of task execution, being able to formulate a shared vision, and being able to communicate the vision and invite others to realize it. According to Septiana et al., (2013), Leadership Indicators include Educator or the ability to educate, Personality, Managerial, Entrepreneurship, supervision, and social.

Allowance

The Regional Performance Allowance is an additional incentive or bonus provided by the Regional Government to motivate government employees and improve their work performance (Khan & Ukpere, 2014). The amount of this allowance, known as TKD, is determined based on the employee's rank, position, and an evaluation process that considers their performance results and workload within a given evaluation cycle (Manrejo & Fitaningsih, 2021). The TKD received by employees is issued in accordance with the regulations of each regional Governor. The funding for TKD is obtained from the Regional Revenue and Expenditure Budget (APBD) approved by the Regional People's Representative Council (DPRD). The regional government derives its authority from the

community, or in this case, the DPRD, to carry out community responsibilities, and the incentive in the form of TKD is a reward for the performance of employees received by the regional government for executing it in accordance with the established regulations.

According to Thielen et al., (2018), Performance Allowance is an allowance given to Civil Servants that functions as a result of the successful implementation of bureaucratic reform, with indicators such as the receipt of allowances according to regional government regulations, the allowance received adding to employees' income, the timeliness of receiving performance allowances, the adequacy in meeting employees' needs, and the receipt of allowances in accordance with employee discipline.

C. METHODOLOGY

The choice of research methodology is tailored to the requirements of assessing influence, namely through a quantitative manner. Statistical Production Service Solution's (SPSS) Multiple Linear Regression analysis was used to analyze the data in order to determine how much two independent variables—Leadership and Allowances (X1 and X2)—influenced a single dependent variable, Employee Performance (Y). In this research, Likert Scale values (1-5) were collated using Google Forms. The entire population in this research consisted of ninety-three Satpol PP personnel deployed in Kebayoran Lama District. NR was also applied in determining the sample size on account of the sampling strategy referred to as saturated sampling which is, where all members of the population constitute the sample. The data analysis techniques include classical assumption tests, normality tests, multicollinearity tests, and heteroscedasticity tests.

D. RESULTS AND DISCUSSION

Table I. Results of Descriptive Statistical Analysis

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
Performance (Y)	30	19	25	24.06	1.760
Leadership (X1)	30	18	25	22.50	2.359
Allowance (X2)	30	18	25	22.46	2.431
Valid N (listwise)	30				

Source: Output IBM SPSS Version 29.0.2.0

The performance variable (Y) has a maximum value of 25 and a minimum value of 19, according to the descriptive analysis above. This variable has a mean

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of 24.06 and a standard deviation of 1.760. The descriptive analysis indicates that the Leadership variable (X1) has a minimum value of 18 and a maximum value of 25. This variable has a mean of 22.50 and a standard deviation of 2.359. The descriptive analysis indicates that the Allowance variable (X2) has a minimum value of 18 and a maximum value of 25. This variable has a mean of 22.46 and a standard deviation of 2.431.

Table 2. Results of the kolmogorov smirnov normality test

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			30
Normal Parameters	a,b	Mean	.0000000
		Std. Deviation	1.44157253
Most Extreme Differences		Absolute	.186
		Positive	.110
		Negative	-.186
Test Statistic			.186
A	c		.010
symp. Sig. (2-tailed)			.009
Monte Carlo Sig. (2-tailed)	d	Sig.	.009
		99% Confidence Interval	
		Lower Bound	.007
		Upper Bound	.011

a|. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: Output IBM SPSS Version 29.0.2.0

Table 3. Multicollinearity test results

Model	Coefficients ^a				t	Sig.	Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients				Tolerance	VIF
	B	Std. Error	Beta					
I (Constant)	12.045	2.317			5.060	.000		
Kepemimpinan	.258	.120	.439		2.410	.020	.750	1.361
Tunjangan	.226	.142	.310		1.690	.075	.750	1.361

a. Dependent Variable: Kinerja

Source: Output IBM SPSS version 29.0.2.0

Based on the data from the Multicollinearity Test by looking at the tolerance and VIF values above, the tolerance value for Leadership is 0.750 and

Allowance is 0.750, which can be said to be above 0.1. Meanwhile, the VIF for Leadership is 1.361 and Allowance is 1.361, which can be said to be below the number 10, it can be concluded that there is no multicollinearity in the data.

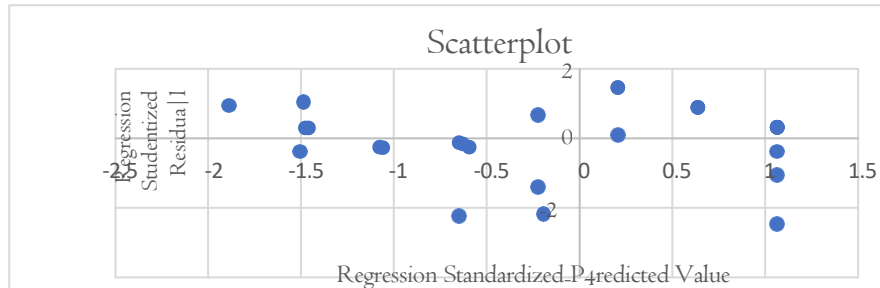


Figure I. Results of the heteroscedasticity test

From the visualization of the heteroscedasticity test results above, it can be concluded that the data points are evenly distributed above and below the zero line. There are no patterns or clusters of points visible in any specific area. Therefore, it can be concluded that this regression test does not have a heteroscedasticity problem.

Table 4. Results of multiple linear regression analysis

		Coefficients ^a				Collinearity Statistics		
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.		
Model		B	Std. Error	Beta			Tolerance	VIF
I	(Constant)	12.045	2.317		5.060	.000		
	Leadership	.258	.120	.439	2.410	.020	.750	1.361
	Allowance	.226	.142	.310	1.690	.075	.750	1.361

a. Dependent Variable: Performance

Source: Output IBM SPSS version 29.0.2.0

From the output, it can be shown that in the Coefficient section, the values of the coefficients or multiple linear regression parameters are obtained, namely a = 12.045, b1 = 0.258, and b2 = 0.266. Therefore, the obtained regression equation is: $Y = 12.045 + 0.258 X_1 + 0.226 X_2 + \epsilon$. Using this multiple regression equation, we can interpret the influence of each variable on Leadership and Allowances at the Satpol PP of Kebayoran Lama District:

1. The constant value of 12.045 can be seen in the multiple linear regression analysis findings above. This indicates that the Performance variable will

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be valued at 12.045 if the Leadership and Allowance variables are regarded as missing or equal to 0.

2. With a regression coefficient of 0.258, Leadership will result in a 0.258 increase in performance if its value rises by 1 while the other factors stay the same.
3. The regression coefficient for Allowance is 0.226, meaning that if Allowance rises by 1 and all other variables stay the same, the value of employee work efficiency will rise by 0.226.

Table 5. Partial test results (t-test)

		Coefficients ^a				Collinearity Statistics		
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
I	(Constant)	12.045	2.317		5.060	.000		
	Leadership	.258	.120	.439	2.410	.020	.750	1.361
	Allowance	.226	.142	.310	1.690	.075	.750	1.361

a. Dependent Variable: Performance

Source: Output IBM SPSS version 29.0.2.0

Based on the output above, namely the results obtained from the SPSS version 29.0.2.0 statistical data, the interpretation is as follows:

1. How performance is affected by leadership Based on the findings of the analysis, it can be argued that Leadership influences Performance because it has a probability value of $0.020 < 0.05$, a coefficient of 0.258, and a t-value $>$ table value, namely $2.410 > 2.306$.
2. How compensation affects performance Based on the findings of the analysis, it can be concluded that Compensation has no effect on Performance because it has a probability value of $0.075 > 0.05$, a coefficient of 0.0226, and a t-value $<$ table value, specifically $1.690 < 2.306$.

Table 6. Simultaneous test results (F-test)

		ANOVA ^a				
Model		Sum of Squares	Df	Mean Square	F	Sig.
I	Regression	111.201	2	55.600	24.910	.001 ^b

Residual	60.266	27	2.232
Total	171.467	29	

a. Dependent Variable: Performance

b. Predictors: (Constant), Allowance, Leadership

Source: Output IBM SPSS Version 29.0.2.0

Based on the output data, it is reported that the calculated value is 24.910, which is greater than the table value of 3.35. Additionally, the probability value is 0.001, which is less than 0.05. This indicates that the calculated value is greater than the table value, and the probability is less than 0.05. Based on the results of the simultaneous test, it is concluded that H0 is rejected and Ha is accepted, meaning that the independent variables of Leadership and Supervision conducted simultaneously have an effect on Performance.

Table 6. Results of the coefficient of determination test (R²)

Model Summary ^b					
Model	R	RSquare	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.805 ^a	.649	.622	1.49401	1.929

a. Predictors: (Constant), Allowance, Leadership

b. Dependent Variable: Performance

Source: Output IBM SPSS Version 29.0.2.0

From the calculation output table, the coefficient of determination R Squared (R²) value is 0.649. This identifies that the effect of Leadership and Support on Performance is 64.9%, while the remaining 36.1% is influenced by other variables not discussed in this study.

DISCUSSION

Leadership on the performance of Satpol PP Civil Servants in the Kebayoran District

District Leadership is an effort to influence many people to achieve goals through communication. Leadership is a way to influence people through instructions or commands. This is an important motivation to encourage others to act or react and cause positive changes. This is motivation and coordination. Important motivation for an organization to run orderly and achieve its goals is by building a sense of trust and support among subordinates so that the organization's goals can be achieved.

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Based on the analysis results, Leadership shows a probability value of $0.020 < 0.05$ with a coefficient of 0.258 and a t-count value $> t$ -table, namely $2.410 > 2.306$, indicating that H_0 is rejected and H_a is accepted, meaning that Leadership affects Performance. This means that leadership has a significant influence on the performance of Satpol PP Civil Servants in the Kebayoran District.

It can be stated that the results of the analysis show that leadership management activities have a positive or good impact on an organization, because the better the management of leadership activities, the greater the impact on the improvement of its members' performance over time. That is motivation and coordination. Motivation is important for an organization to function orderly and achieve its goals by building trust and support among its members, so that the organization's goals can be achieved.

Looking at the analysis results, leadership shows a probability value of $0.020 < 0.05$ with a coefficient of 0.258 and a t-value $>$ table value, namely $2.410 > 2.306$, indicating that H_0 is rejected and H_a is accepted, meaning that leadership affects performance. This means that leadership has a significant influence on the performance of Satpol PP civil servants in the Kebayoran District.

It can be stated that the results of the leadership activities have a positive or good impact on an organization, because the better the leadership activities, the greater the impact on improving the performance of its members over time. Conducting leadership activities that guide employees can make employees feel satisfied in their work and have a positive impact in shaping the character of the subordinates who work sincerely to achieve the organization's goals. Carrying out leadership activities that guide employees can make employees feel satisfied in their work and can have a positive impact in shaping the character of the subordinates who work sincerely to achieve the organization's goals.

The research findings reveal that the leadership style adopted by the Satpol PP Institution is the Bureaucratic Leadership Style, which is characterized by leading based on existing regulations. The leadership behavior is marked by the consistency in the implementation of procedures that have been in effect for both the leader and their subordinates. A bureaucratic leader, in general, will make all decisions based on existing regulations. This is evidenced by the Head of the Satpol PP in the Kebayoran, who always makes decisions in accordance with the applicable regulations.

The results of this study are supported by Research Amrin et al. (2023), which explains that the aspects of leadership style assessment include the capacity and capability to run a democratic governance system, as well as the leader's personality. Astuti (2021) also emphasizes in her research that leadership indirectly affects employee work performance through the variable of Organizational Climate Level, meaning that leaders play a role in shaping a more conducive organizational climate, which in turn leads to better employee work performance. Wijaya et al. (2024) empirically proves the influence of leadership on employee performance and serves as a reference in designing strategies and decision-making processes in organizational development.

Incentives on the performance of civil servants in the public order agency of Kebayoran District

Based on the analysis results, the variable shows a probability value of $0.075 > 0.05$ with a coefficient of 0.226 and a t-value of $1.690 < 2.306$. It can be concluded that H_0 is accepted and H_a is rejected, indicating that the variable does not have a significant effect on performance. Based on the results of the hypothesis test viewed from the Compensation variable, it is concluded that because the t-count value of 1.790 is less than the t-table value of 2.306, the null hypothesis (H_0) is accepted while the alternative hypothesis (H_a) is rejected. This means that the Compensation does not have a significant effect on the performance of the Satpol PP Civil Servants in the Kebayoran area.

The acceptance of the hypothesis is not in accordance with Heliansah et al. (2023) opinion. Based on statistical analysis testing, it was found that the variable Performance Bonus affects the variable Employee Performance. A bonus is a component other than the main salary or wage. Additionally, its provision is also considered a worker's right and a company obligation. Bonuses can be interpreted as additional compensation given to workers outside of their basic salary. Because one of the reasons for working at a company or being an employee is to earn a salary to cover living expenses. By providing fair compensation, employees will feel appreciated and their hard work will be valued by the company. In such conditions, employees work with discipline and their results are higher performance.

This is in accordance with the compensation system implemented by the Regional Financial Agency, which states that basic salaries are paid to all employees according to their employment levels and are disbursed according to the scheduled time. PNS Satpol PP employees are given basic salaries according to

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their respective employment levels and are disbursed according to the scheduled time. One of the performance allowances regulated above is in the form of additional allowances, specifically the additional performance allowance, which is regulated in Article 39 Paragraph (2) of the Minister of Home Affairs Regulation Number 59 of 2007.

According to researchers, people who work hope to receive compensation that is commensurate with the type of work they perform. Because if they are given a salary that is not appropriate, it will lead to a lack of motivation. Employees can meet their own and their family's living needs, feel the company's needs, and employees need to work, thus creating a harmonious and reciprocal relationship. This should have a positive impact on improving employee performance.

Leadership and supervision on the performance of civil servants in the public order agency of Kebayoran District

Based on the results of the simultaneous hypothesis test (F-test), it can be concluded that the variables of Leadership and Motivation have an effect on Employee Performance. The calculated value is 24.910, greater than the table value of 3.35, and the probability value is 0.001, less than 0.05. This means the calculated value $>$ table value, and the probability $<$ 0.05. Based on the simultaneous test results, it can be concluded that H_0 is rejected and H_a is accepted, meaning the independent variables of Leadership and Motivation simultaneously have an effect on Employee Performance. From the calculation output table, the coefficient of determination R Square (R^2) value is 0.649. This identifies that the effect of Leadership and Motivation on Performance is 64.9%, while the remaining 36.1% is influenced by other variables not discussed in this study. Based on the research above, it can be seen that Leadership and Supervision together have a positive influence on Employee Performance. Therefore, to improve the performance of Satpol PP civil servants in the Kebayoran sub-district, it is necessary to provide a Leadership and Supervision style together, so that Employee Performance will increase. As explained by Mardiana et al. (2022), the implementation of work motivation aligns with the needs of the Officials to achieve organizational goals.

Employee performance is closely tied to leadership and rewards, as explained above. Leadership and rewards are crucial for achieving optimal employee performance. If these four elements are applied together, employee performance

will be maximized. In practice, the Satpol PP often encounters conflicts with the community due to many community members still not understanding the local regulations. Because of this, it is not uncommon for Satpol PP members to become victims physically due to the mistakes of the community they are trying to discipline. This incident can causing a decline in motivation, discipline, and the mental state of the Satpol PP. This indicator requires efforts to increase motivation and discipline so that the performance of the Satpol PP remains consistent in carrying out its duties through the provision of allowances, in the form of Regional Performance Allowances (TKD).

The presence of the Satpol PP in the DKI Jakarta Province is highly needed by the regional government. The success of maintaining order in the work area where the Satpol PP of DKI Jakarta Province is tasked is greatly determined by the discipline of each Satpol PP member in carrying out their duties, functions, and authorities. Therefore, it is not surprising that discipline is closely related to the optimal performance of the Satpol PP. Efforts to support the implementation of bureaucratic reform and the achievement of the mission to improve the quality of employee performance, among others, by implementing performance evaluations based on the Employee Work Performance Assessment (SKP) in accordance with the mandate of PP Number 46 of 2011 concerning the Performance Appraisal of Civil Servants (PNS).

E. CONCLUSION

Leadership has a positive and significant effect on Performance. Based on the analysis results, Leadership shows a probability value of $0.020 < 0.05$ with a coefficient of 0.258 and a t-value greater than the table value, namely $2.410 > 2.306$. It is concluded that H_0 is rejected and H_a is accepted, indicating that Leadership affects Performance. It means that leadership has a significant effect on the performance of Satpol PP civil servants in the Regional Office of the Ministry of Home Affairs.

Supervision does not have a significant effect on performance. Based on the analysis results, supervision shows a probability value of $0.075 > 0.05$ with a coefficient of 0.0226 and a t-value of $1.690 < 2.306$, leading to the conclusion that H_0 is accepted and H_a is rejected, indicating that supervision does not have a significant effect on performance. It means that the supervision does not have a significant influence on the performance of the Satpol PP civil servants in the Kecamatan Kebayoran Lama area.

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Leadership has a greater impact on employee performance compared to bonuses, which can be interpreted through the output of the multicollinearity test in the Standardized Coefficients or beta value, which is $0.439 > 0.310$. This identifies that the effect of Leadership and Compensation on Performance is 64.9%, while the remaining 36.1% is influenced by other variables not discussed in this study.

Based on the research results and conclusions that have been presented, the researcher will then convey the recommendations that are deemed to be beneficial to the parties involved based on the results of this research. Each institution needs to pay attention to the things mentioned by employees, whether small or large, by providing good guidance or direction individually or collectively and giving more motivation to employees who are less good in performing their work because good motivation will result in even better performance.

For the next researchers, it is also expected to study with similar variables as those used by the author, suggested to add more variables so that the research references become more comprehensive. Additionally, by using sample data to improve the accuracy of the results, it is suggested to increase the amount of data used in the research.

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