

THE EFFECT OF LEADERSHIP STYLE, WORKLOAD AND FACILITIES ON EMPLOYEE PERFORMANCE AT CV. ISTANA MOBIL KOTA TEBING TINGGI

Tiara Br. Purba¹, Salsa Nabilla², Aisyah Siregar³, Nursaimatussaddiya⁴

¹²³⁴Program Studi Manajemen, STIE Bina Karya Tebing Tinggi

Corresponding Email: salsanabilla549@gmail.com

Received : 21 May 2025

Revised : 30 May 2025

Accepted : 17 June 2025

Published : 14 July 2025

DOI : <https://doi.org/10.54443/ijeas.v5i4.3579>

Link Publish : <https://radjapublika.com/index.php/IJEBAJ>

Abstract

This study aims to determine whether Leadership Style, Workload and Facilities affect Employee Performance at CV. Istana Mobil Tebing Tinggi City. The research method used in this study is a quantitative method. The population in this study were employees of CV. Istana Mobil Tebing Tinggi City totaling 35 people with details of 15 employees in the car wash section and 20 employees in the service section. The data analysis tool used in this study was SPSS (Statistical Package for the Social Sciences). The conclusion of the study shows that Leadership Style affects Employee Performance at CV. Istana Mobil Tebing Tinggi City, Workload does not affect Employee Performance at CV. Istana Mobil Tebing Tinggi City, Facilities affect Employee Performance at CV. Istana Mobil Tebing Tinggi City, Leadership Style, Workload and Facilities have a simultaneous effect on Employee Performance at CV. Istana Mobil Tebing Tinggi City..

Keywords: *Leadership Style; Workload; Facilities; Employee Performance*

INTRODUCTION

In the current era of globalization in the business world, companies are required to further improve employee performance in order to develop the company. Where the success of a company is influenced by several factors, one of which is an important factor is human resources, because human resources are behavior from all levels of planning to evaluation that are able to utilize other resources owned by an organization or company. Human resources are the most important asset in a company to achieve its goals and objectives. Human resources are used as a support and as a driver for the running of an organization. Human resources are the only resources that have reason, feelings, desires, skills, knowledge, drive, power, and work (ratio, taste and mercury). So that in realizing the company's vision and mission, it can utilize the potential of its human resources as optimally as possible, in order to provide value and quality for the company. CV. Istana Mobil is one of the vehicle repair and maintenance service companies and the first workshop to have a hydraulic doosmeer in Tebing Tinggi City, established since 2000, located at Jalan Sisingamanga Raja No. 40, Bandar Sono Village, Padang Hulu District, Tebing Tinggi City. To increase the number of customers, CV. Istana Mobil has collaborated with several vehicle insurance companies since 2009. In operating its company, CV. Istana Mobil provides various vehicle repair and maintenance services ranging from wheel alignment, alignment, engine tune up to doormeer and others. In various types of services that can be provided to customers, the company must ensure that the work results or performance produced are maximized so that customers do not feel disappointed with the services that have been provided or that a customer needs. In service, the performance produced greatly determines the progress and competitiveness of the company. According to (Mangkunegara & Prabu, 2017) performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. To realize the performance and success of employee work in the long term, in addition to the company's policies, employees must also have the right abilities or competencies in doing their jobs. Thus, it can be said that performance is a benchmark for the company's success in achieving its goals.

The following is attached data on employee targets and work realizations at CV. Istana Mobil Tebing Tinggi in the car wash and service section in July – December 2024.

Table 1. Employee Work Realization CV. Istana Mobil Tebing Tinggi in the Car Wash and Service Section in July – December 2024

No	Month	Realization Car Wash (Unit)	Realization Car Service (Unit)
1	Juli	435	385
2	Agustus	395	360
3	September	380	355
4	Oktober	340	340
5	November	350	335
6	Desember	405	320
Mean		384	349

Source: CV. Istana Mobil Tebing Tinggi, 2025

Based on Table 1 above, it can be seen that the realization of car washing work at CV. Istana Mobil Tebing Tinggi decreased during July to October 2024 and increased again in November to December. The same thing also happened to the realization of car service work which showed a downward trend from July to December 2024. This decline is thought to be caused by several factors, including an ineffective leadership style, high workload, and inadequate work facilities. These factors contribute to the decline in overall employee performance. Based on Employee Absence Data for the Washing and Service Division at CV. Istana Mobil Tebing Tinggi in 2024, it can be seen that the lowest percentage of employee absence was 4% and the highest was 5.71% with an average absence of 4.33%. This shows that there is an indication of a decrease in employee work discipline at CV. Istana Mobil Tebing Tinggi which has an impact on the failure to achieve the targets set by the company. This must be a concern for the company CV. Istana Mobil Tebing Tinggi to be more assertive in imposing sanctions on employees who are late for work so that the performance produced by employees is more optimal. One of the factors that can influence employee performance is leadership style. Leadership style is a pattern of behavior that is designed in such a way as to influence subordinates to be able to maximize the performance of their subordinates so that organizational performance and organizational goals can be maximized (Yunita & Pranata, 2023). Leadership style is a method and steps taken by a leader to influence the behavior of other people or employees in an organization, so that the behavioral patterns created by the leader are expected to be able to describe the goals of the organization in order to achieve common goals (Sumiati & Sumitra, 2023).

From the results of the pre-survey data regarding the leadership style above, employees tend to answer No, which means that the leadership of CV. Istana Mobil Tebing Tinggi is still not firm enough in making decisions and does not motivate employees to work better, so it can be concluded that the leadership style at CV. Istana Mobil Tebing Tinggi is still not good and needs to be improved, this must be a concern for the management of the company CV. Istana Mobil Tebing Tinggi to further improve a good leadership style so that it can improve employee performance. This is supported by research (Anggita & Aisyah Siregar, 2024) proving that leadership style affects employee performance. In addition to the leadership style factor, another factor that can affect employee performance is workload. Workload is a process or activity that must be completed immediately by a worker within a certain time. If the worker's ability is higher than the demands of the job, a feeling of boredom will arise. The workload imposed on employees can be categorized into three conditions, namely workload that meets standards, workload that is too high and workload that is too low (Zuriana et al., 2024).

THE EFFECT OF LEADERSHIP STYLE, WORKLOAD AND FACILITIES ON EMPLOYEE PERFORMANCE AT CV. ISTANA MOBIL KOTA TEBING TINGGI

Tiara Br. Purba et al

Furthermore, from the results of the pre-survey data regarding the workload above, employees tend to answer Yes, which means that employees feel that the work targets that must be achieved are too high and the work assigned to employees is not in accordance with work standards, it can be concluded that the workload on employees is quite burdensome so that it will cause employees to quickly get tired at work which will have an impact on employee performance being less than optimal. This must be a concern for the management of the CV company. Istana Mobil Tebing Tinggi to adjust the work targets that must be achieved and work that is in accordance with employee work standards so that employees do not feel very burdened by the work done, so that employees do not get tired quickly and remain enthusiastic about working so that employee performance will be more optimal and the expected work targets can be achieved. This is supported by research (Hermawan, 2022) which shows that workload has a significant negative effect on employee performance. Then another factor that can affect employee performance is work facilities. Work facilities are important for an agency or company, because with complete work facilities, employees can produce performance according to expectations. According to (Sedarmayanti, 2018) work facilities are all the tools and materials faced, the surrounding environment where a person works, their work methods, and their work arrangements both as individuals and as a group.

Meanwhile, from the results of the pre-survey data regarding the facilities above, employees tend to answer No, which means that employees feel that the employee's workplace is not clean and the work equipment is not arranged properly, besides that the employee's work equipment is incomplete and inadequate, it can be concluded that the facilities provided to employees are still lacking and need to be improved. Inadequate facilities such as incomplete work equipment will cause employee work to be less than optimal and this can have an impact on decreasing employee performance. Research (Umar et al., 2021) shows that work facilities have a significant effect on employee performance. Based on the background above, the formulation of the problem in this study is as follows: (1) does leadership style affect employee performance at CV Istana Mobil Kota Tebing Tinggi?, (2) does workload affect employee performance at CV Istana Mobil Kota Tebing Tinggi?, (3) do facilities affect employee performance at CV Istana Mobil Kota Tebing Tinggi?, (4) do leadership style, workload and facilities simultaneously affect employee performance at CV Istana Mobil Kota Tebing Tinggi?. The purpose of this paper is to determine the influence of leadership style, workload and facilities in improving employee performance at CV Istana Mobil, Tebing Tinggi City.

LITERATURE REVIEW

Human Resource Management

Human Resources or Employees are important company assets that must be considered by the company and must be maintained as well as possible. Seeing the conditions above, human resource management is very much needed by companies to regulate and overcome problems related to the conditions, tasks and circumstances of human resources or employees in a company. According to (Bintoro & Daryanto, 2017) states that "Human resource management, abbreviated as MSDM, is a science or way of how to regulate the relationship and role of resources (workforce) owned by individuals efficiently and effectively and can be used optimally so that the common goals of the company, employees and the community are achieved to the maximum".

Employee Performance

According to (Kasmir, 2016) states, "Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period". According to (Afandi, 2018) Performance is the result of work that can be achieved by a person or group of people in a company according to their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics. According to (Robbins & Coulter, 2016) employee performance indicators are a) work quality, b) quantity, c) punctuality, d) effectiveness, e) Independence. According to (Hasibuan, 2017), there are several factors that influence employee performance, including: a) salary/wages, b) compensation, c) work environment, d) work spirit, e) leadership.

Leadership Style

According to (Edy Sutrisno, 2016) leadership style is a process of a person's activities to move others by leading, influencing, guiding others to do something in order to achieve the expected performance results. According to (Hasibuan, 2017) said that leadership style is the way a leader influences the behavior of his subordinates, so that they are willing to work together and work productively to achieve organizational goals. Based on the definition mentioned above, it can be concluded that leadership style is a method applied by a leader in influencing his subordinates to work in order to achieve organizational goals. According to (Pratiwi et al., 2021) there are five indicators of leadership style, namely a) decision making, b) motivating, c) communication, d) controlling subordinates, e) responsibility. According to (Setiana, 2022) it is stated that there are several factors that

THE EFFECT OF LEADERSHIP STYLE, WORKLOAD AND FACILITIES ON EMPLOYEE PERFORMANCE AT CV. ISTANA MOBIL KOTA TEBING TINGGI

Tiara Br. Purba et al

influence leadership style, namely: a) personality, b) expectations and behavior of superiors, c) characteristics, d) task requirements, e) organizational climate and policies, f) expectations and behavior of colleagues.

Workload

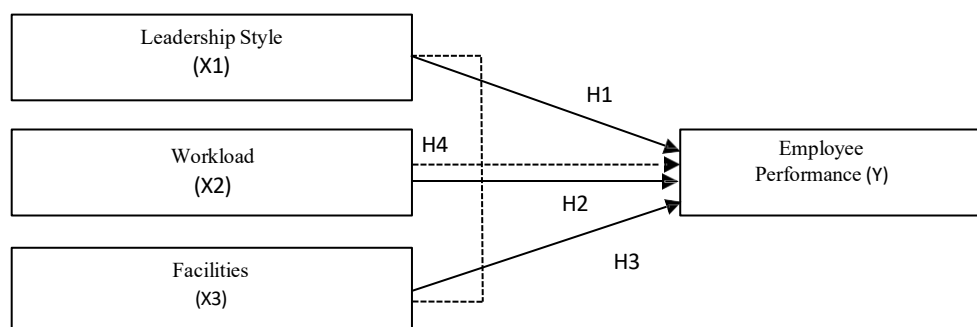
According to (Zuriana et al., 2024) Workload is a process or activity that must be completed immediately by a worker within a certain time. By providing an effective workload, the company can find out to what extent its employees can be given the maximum workload and to what extent it affects the performance of the company or organization itself. According to (Apriyani et al., 2023) Workload is a collection or number of activities that must be completed by an organizational unit or job holder within a certain period of time. If the worker's ability is higher than the demands of the job, a feeling of boredom will arise. However, conversely, if the worker's ability is lower than the demands of the job, there will be more fatigue. The workload imposed on employees can be categorized into three conditions, namely standard workload, over-capacity workload, and under-capacity workload. According to (Al Haddad et al., 2023) there are 4 indicators in the workload, namely a) targets to be achieved, b) work conditions, c) use of time, d) work standards.

Facilities

According to (Sedarmayanti, 2018) work facilities are all the tools and materials faced, the surrounding environment where a person works, their work methods, and work arrangements both as individuals and as a group. Meanwhile, according to (Mantero, 2022) work facilities are means or tools used to facilitate work so that it can be done as expected and can achieve the specified targets. Based on the definition of work facilities above, it can be concluded that work facilities are everything that is used and used in the form of facilities and infrastructure that can support the implementation of employee work provided by the company so that it can facilitate the completion of tasks and will have a positive impact on improving employee performance. According to (Karo-Karo, 2022) indicators of work facilities include a) cleanliness and environmental health, b) comfort of the workplace, c) work safety and security, d) work support facilities, e) availability of sufficient work space. According to (Robbins & Coulter, 2016) there are several factors that influence work facilities, namely: a) work tool facilities, b) work equipment facilities, c) social facilities.

Conceptual Framework

The conceptual framework is a logical construction arrangement. Where this framework is formulated to explain the construction of the flow of logic to systematically examine the empirical reality of this conceptual framework/framework is intended to clarify the variables being studied so that the measurement elements can be detailed in concrete terms. The following is the conceptual framework of this study:



METHOD

The type of research used in this study is a quantitative method. According to (Sugiyono, 2020) quantitative methods are research methods based on philosophy of positivism, used to examine in certain populations or samples, data collection using research instruments, data analysis is quantitative or statistical, with the aim of testing the predetermined hypotheses. The nature of this research is the development of research (Assary & Darmayanti, 2021) with the title Effect of Leadership Style and Workload on the Performance of BPJS Health Employees Meulaboh. The variables developed from previous studies are adding facility variables. Where in previous studies there were no variable facilities so that in this study developed with the title of the Effect of Leadership Style, Workload and Facilities on Employee Performance on CV. Tebing Tinggi City Car Palace. The difference between this research and previous research lies in the object under study and the research period. This research was conducted on CV. Tebing Tinggi City Car Palace with the implementation time began in January 2025

THE EFFECT OF LEADERSHIP STYLE, WORKLOAD AND FACILITIES ON EMPLOYEE PERFORMANCE AT CV. ISTANA MOBIL KOTA TEBING TINGGI

Tiara Br. Purba et al

- July 2025. The population in this study were CV employees. The 35th Tebing Tinggi City Car Palace with details of 15 employees of the car washing section and 20 employees of the service section. For the technique of determining the sample amount in this study was taken from the total number of populations, as many as 35 people were used as samples in this study. As for the sampling technique in this study using the total census/sampling method. According to (Sugiyono, 2020) the total census/sampling sampling technique is a sampling technique where all members of the population are used as samples of all. Research conducted in a population below 100 should be done with a census, so that all members of the population are sampled all as subjects studied or as respondents of information providers.

The data collection method used in this research is through a questionnaire. The questionnaire is a data collection technique by providing a list of questions in writing to respondents about matters relating to the problems under study. The measurement scale of respondents' answers used is a Likert scale. The variables contained in this study consist of three independent variables or independent variables, namely leadership style (X1), workload (X2) and facilities (X3), one dependent variable or dependent variable, namely employee performance (Y). Data analysis techniques in this study are using validity tests, reliability tests, normality tests, multicollinearity tests, heteroscedasticity tests, multiple linear regression analysis, coefficient of determination, t test and F test where the data processing uses statistical application for social science (SPSS) version 25.

RESULTS AND DISCUSSION

Instrument Test

Measuring instruments in research are usually called research instruments. According to Sugiyono (2015) a research instrument is a tool used to measure natural or social phenomena that are observed. Instrument testing is carried out using 2 tests, namely the validity test and the reliability test.

a. Validity Test

Based on the results of data processing, it shows that all statement points, both employee performance variables, competency variables, motivation variables and work enthusiasm variables have a calculated r value that is greater than the table r value, so it can be concluded that all statements for each variable are declared valid.

b. Reliability Test

Reliability is an index that shows the extent to which a measuring instrument can be trusted or relied upon. According to Sugiyono (2013) A factor is declared reliable if Cronbach Alpha is greater than 0.6. Based on the reliability test using Cronbach Alpha, all research variables are reliable because Cronbach Alpha is greater than 0.6, so the results of this study indicate that the measurement tool in this study has met the reliability test (reliable and can be used as a measuring tool).

Classical Assumption Test Normality Test

The Normality Test aims to test whether in the regression model, the confounding variables or residuals have a normal distribution (Ghozali, 2016:154). From the output it can be seen that the significance value (Monte Carlo Sig.) of all variables is 0.343. If the significance is more than 0.05, then the residual value is normal, so it can be concluded that all variables are normally distributed.

Multicollinearity Test

The multicollinearity test aims to determine whether there is a correlation between independent variables in the regression model. Based on the output, it can be seen that the tolerance value of the Leadership Style Variable is 0.345, the Workload Variable is 0.676, the Facilities Variable is 0.313 where all are greater than 0.10 while the VIF value of the Leadership Style Variable is 2.822, the Workload Variable is 1.480, the Facilities Variable is 3.193 where all are less than 10. Based on the calculation results above, it can be seen that the tolerance value of all independent variables is greater than 0.10 and the VIF value of all independent variables is also less than 5 so that there is no correlation symptom in the independent variables. So it can be concluded that there is no multicollinearity symptom between independent variables in the regression model.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether the regression model has unequal variance from the residuals of one observation to another. A good regression model is one that has homoscedasticity or no heteroscedasticity. One way to detect the presence or absence of heteroscedasticity is by Glejser. Based on the output, the significance value of the Leadership Style variable is 0.632, and the Workload variable is 0.071, where all three are greater and the Facilities variable is 0.207, so it can be concluded that there are no symptoms of heteroscedasticity.

Multiple Linear Regression

Multiple linear regression testing explains the magnitude of the role of more than one independent variable on the dependent variable. Data analysis in this study uses multiple linear regression analysis using SPSS 25.00 for windows. Based on these results, the multiple linear regression equation has the formulation: $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \epsilon$, so that the equation is obtained: $Y = 2,673 + 0,445X_1 - 0,129X_2 + 0,544X_3 + \epsilon$

Coefficient of Determination (R²)

The coefficient of determination is used to see how much the independent variable contributes to the dependent variable. The greater the value of the coefficient of determination, the better the ability of the independent variable to explain the dependent variable. If the determination (R²) is greater (approaching 1), then it can be said that the influence of the independent variable is large on the dependent variable. The value used to see the coefficient of determination in this study is in the adjusted R square column. This is because the adjusted R square value is not susceptible to the addition of independent variables. The coefficient of determination value can be seen in Table 2 below:

**Table 2 Coefficient of Determination
Model Summary^b**

Model	R	R Square	Adjusted R Square
1	.908 ^a	.824	.807

- a. Predictors: (Constant), Facilities, Leadership style, Workload
Dependent Variable: employee performance Source: Data processed (2025)

Based on table 2, it can be seen that the adjusted R square value is 0.807 or 80.7%. This shows that the variables of Leadership Style, Workload, and Facilities can explain the Employee Performance variable by 80.7%, the remaining 19.3% (100% - 80.7%) is explained by other variables outside this research model, such as work motivation, incentives and others.

Hypothesis Testing t Test (Partial)

The t statistic test is also called the individual significance test. This test shows how far the independent variable partially influences the dependent variable. In this study, partial hypothesis testing was conducted on each independent variable as in Table 3 below :

**Tabel 3. Uji Parsial (t)
Coefficients^a**

Unstandardized Coefficients			Standardized Coefficients	t	Sig.
Model	B	Std. Error	Beta		
1 (Constant)	2.673	1.911		1.399	.172
Leadership Style	.445	.104	.542	4.276	.000
Workload	-.129	.084	-.141	-1.537	.134
Facility	.544	.150	.488	3.617	.001

- a. Dependent Variable: Employee performance
- Hypothesis Test of the Influence of Leadership Style on Employee Performance
From table 3. the t-value is 4.276. With $\alpha = 5\%$, t-table (5%; n-k = 95) the t-value is 2.036. From the description, it can be seen that t-value $4.276 > t\text{-table } 2.036$, as well as the significance value of $0.000 < 0.05$, it can be concluded that the first hypothesis is accepted, meaning that Variable x_1 has an effect on Variable y .
 - Hypothesis Test of the Effect of Workload on Employee Performance
From table 3. the t-value is obtained as -1.537 With $\alpha = 5\%$, t-table (5%; n-k = 95) the t-value is obtained as 1.9960 from the description it can be seen that t-count $-1.537 < t\text{-table } 1.9960$, likewise with the significance

THE EFFECT OF LEADERSHIP STYLE, WORKLOAD AND FACILITIES ON EMPLOYEE PERFORMANCE AT CV. ISTANA MOBIL KOTA TEBING TINGGI

Tiara Br. Purba et al

value of $0.134 > 0.05$ then it can be concluded that the second hypothesis is rejected, meaning that the Workload Variable does not affect the Employee Performance Variable

c. Hypothesis Test of the Effect of Facilities on Employee Performance

From table 3. the t-value is obtained as 3.617 With $\alpha = 5\%$, t-table (5%; n-k = 95) the t-value is obtained as 1.9960 from the description it can be seen that t-count 3.617 > t-table 1.9960, likewise with the significance value of $0.001 < 0.05$ then it can be concluded that the third hypothesis is accepted, meaning that the Facilities Variable has an effect on the Employee Performance Variable

F Test (Simultaneous)

This test basically shows whether all independent variables included in this model have a joint influence on the dependent variable. The results of the F test can be seen in table 4 below:

Tabel 4. Hasil Uji Simultan (F)
ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	260.581	3	86.860	48.239	.000 ^b
	Residual	55.819	31	1.801		
	Total	316.400	34			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Leadership Style, Workload, Facilities

From table 4, the F count value is 48.239. With $\alpha = 5\%$, numerator df: k, denominator df: n-k-1 (5%; Df1: 2; Df2: 66), the F table value is 2.91. From the description, it can be seen that F count $48.239 > F$ table 2.91, and the significance value is $0.000 < 0.05$, so it can be concluded that the third hypothesis is accepted, meaning that the Leadership Style, Workload, and Facilities variables have a simultaneous effect on the Employee Performance Variable.

DISCUSSION

The Influence of Leadership Style on Employee Performance

The results of the first hypothesis test show that the Leadership Style variable (X1) has a significant effect on Employee Performance (Y), with a t-value of $4.276 > t$ -table 2.036 and a significance value of $0.000 < 0.05$. Thus, the first hypothesis is accepted. This finding confirms that leadership style has an important role in driving employee performance. Assertiveness, motivational ability, and effective communication from leaders are crucial elements in building a productive work environment. Leaders who are able to provide clear direction and support subordinates in facing work challenges can increase employee enthusiasm and commitment to their work. These results are in line with research by Anggita & Siregar (2024) which states that leadership style has a significant effect on employee performance.

Effect of Workload on Employee Performance

The results of the second hypothesis test show that the Workload variable (X2) does not have a significant effect on Employee Performance (Y), with a t-value of $-1.537 < t$ -table 1.996 and a significance of $0.134 > 0.05$. Therefore, the second hypothesis is rejected. Workload does not have a significant effect because employees have high work endurance or an efficient work system so that they are able to complete tasks even with a high load. In addition, an adaptive organizational work culture and social support from coworkers are also buffering factors that neutralize the negative impact of workload. In addition, another factor is because the type of work done is routine so that employees are used to dealing with it without feeling psychologically burdened. According to Gibson et al. (2012), moderate levels of stress or challenging workloads can actually increase a person's motivation and performance, as long as they do not exceed their capacity. This finding is consistent with the opinion of Robbins & Judge (2017) that performance is not only influenced by external factors (such as workload), but also by intrinsic motivation, perceptions of work, and professional responsibility.

The Influence of Facilities on Employee Performance

Based on the results of the t-test, the Facilities variable (X3) has a t-count value of $3.617 > t$ -table 1.996 and a significance value of $0.001 < 0.05$, so the third hypothesis is accepted. This shows that work facilities have a positive and significant effect on employee performance. Adequate facilities, such as complete work tools,

THE EFFECT OF LEADERSHIP STYLE, WORKLOAD AND FACILITIES ON EMPLOYEE PERFORMANCE AT CV. ISTANA MOBIL KOTA TEBING TINGGI

Tiara Br. Purba et al

cleanliness, and comfort of the workplace, provide physical and psychological support to employees. The availability of good facilities allows work to be carried out more efficiently and reduces the potential for stress due to technical obstacles. This has a positive impact on increasing productivity and work quality. These results support the findings of Umar et al. (2021) and Sedarmayanti (2018) which state that good work facilities can increase work effectiveness and efficiency, thus having a direct impact on employee performance.

The Influence of Leadership Style, Workload and Facilities on Employee Performance

Based on the results of the simultaneous F test, the F count value was obtained at $48.239 > F_{table} 2.91$ and a significance of $0.000 < 0.05$, so the fourth hypothesis is accepted. This means that the variables of Leadership Style, Workload, and Facilities simultaneously have a significant effect on Employee Performance. Together, the three independent variables explain 80.7% of the variation in employee performance (seen from the Adjusted R Square value = 0.807). This indicates that the combination of effective leadership, proper workload management, and adequate work facilities are collectively able to drive employee work performance. Thus, it is important for companies not to only focus on one aspect, but to pay attention to all three factors simultaneously in an effort to improve the performance of their human resources.

CONCLUSION

This study tries to answer the research objectives, namely to determine the effect of Leadership Style, Workload and Facilities on Employee Performance at cv. Istana mobil Kota Tebing Tinggi. The results of hypothesis testing using multiple linear regression analysis with two independent variables and one dependent variable show that: From this study, it has a regression equation $Y = 7.095 + 0.350X_1 + 0.310X_2 + \epsilon$ and an Adjusted R Square value of 0.198 and is far close to 1, so the regression model used is not good at 19.8%. The first hypothesis proposed states that Leadership Style affects Employee Performance at cv. Istana mobil Kota Tebing Tinggi. From the results of SPSS.17 processing, it shows that the t count value $> t_{table}$, it can be concluded that the first hypothesis is accepted, meaning that Leadership Style affects Employee Performance at cv. Istana mobil Kota Tebing Tinggi. The second hypothesis proposed states that Workload does not affect Employee Performance at cv. Istana mobil Kota Tebing Tinggi. From the results of SPSS.17 processing, it shows that the tcount value $> t_{table}$, so it can be concluded that the second hypothesis is rejected, meaning that Workload does not affect Employee Performance at CV. Istana Mobil, Tebing Tinggi City. The third hypothesis proposed states that Facilities affect Employee Performance at CV. Istana Mobil, Tebing Tinggi City. From the results of SPSS.17 processing, it shows that the tcount value $< t_{table}$, so it can be concluded that the second hypothesis is rejected, meaning that Workload does not affect Employee Performance at CV. Istana Mobil, Tebing Tinggi City. The fourth hypothesis proposed states that Leadership Style, Workload and Facilities have a simultaneous effect on Employee Performance at CV. Istana Mobil, Tebing Tinggi City. From the results of SPSS.17 processing, it shows that the Fcount value $> F_{table}$, and it can be concluded that the fourth hypothesis is accepted, meaning that Leadership Style, Workload and Facilities have a simultaneous effect on Employee Performance at CV. Istana Mobil, Tebing Tinggi City.

SUGGESTION

Based on the results of research conducted on employees of CV. Istana Mobil Kota Tebing Tinggi, it can be concluded that leadership style and work facilities have a significant effect on employee performance, while workload does not have a significant effect partially. This finding shows that the role of a leader who is able to provide direction, motivation, and appropriate decision making greatly determines the improvement of employee work performance. In addition, the availability of adequate facilities has also been proven to support effectiveness and efficiency in carrying out tasks. Although workload does not have a direct effect, the three variables, namely leadership style, workload, and facilities simultaneously contribute greatly to employee performance, with a magnitude of influence reaching 80.7%. Therefore, in order to improve employee performance as a whole, companies need to manage these factors in an integrated and sustainable manner.

REFERENCES

- Afandi. (2018). *Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator)*. Nusa Media.
- Al Haddad, H. A. H., Soleh, A., & Abi, Y. I. (2023). Pengaruh Beban Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan Bank Bengkulu Cabang Manna. *Jurnal Multidisiplin Dehasen (MUDE)*, 2(1), 15–28.
- Anggita, N. A., & Siregar, A. (2024). Pengaruh Gaya Kepemimpinan, Komitmen Organisasi Dan Budaya Organisasi Terhadap Kinerja Pegawai Honorer Pada Dinas Perizinan Pelayanan Terpadu Satu Pintu Kabupaten Serdang Bedagai Tahun 2022-2023. *Management And Business Progress*, 3(1), 23–31.
- Apriyani, D., Purnamasari, E. D., & Wulandari, T. (2023). Pengaruh Beban Kerja, Disiplin Kerja dan Stres Kerja terhadap Kinerja Karyawan pada PT Hindoli (A Cargill Company). *Eksis: Jurnal Ilmiah Ekonomi Dan Bisnis*, 14(1), 8–16.
- Assary, M. A., & Darmayanti, C. (2021). Pengaruh Gaya Kepemimpinan Dan Beban Kerja Terhadap Kinerja Karyawan Bpjs Kesehatan Meulaboh. *Jurnal Akuntansi, Manajemen Dan Ilmu Ekonomi (Jasmien)*, 2(01), 41–47.
- Bintoro, D., & Daryanto, D. (2017). Manajemen penilaian kinerja karyawan. Yogyakarta: Gava Media, 15. Edy Sutrisno. (2016). Manajemen sumber daya manusia. Kencana Prenada Media Group, Jakarta.
- Hasibuan, M. S. P. (2017). Manajemen Sumber Daya Manusia, Cetakan Ke-21. PT Bumi Aksara. Jakarta, 145
- Hermawan, E. (2022). Pengaruh Lingkungan Kerja, Stres Kerja, dan Beban Kerja Terhadap Kinerja PT. Sakti Mobile Jakarta. *Jurnal Kajian Ilmiah*, 22(2), 173–180.
- Karo-Karo, M. A. (2022). *Pengaruh Fasilitas Kerja dan Insentif Terhadap Loyalitas Karyawan PT. Ikapharmindo Putramas Medan*. Universitas Medan Area.
- Kasmir. (2016). *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. PT Rajagrafindo Persada.
- Mangkunegara, A. P., & Prabu, A. (2017). Human resource management company. Bandung: PT. Rosdakarya Youth.
- Mantero, E. (2022). Pengaruh fasilitas kerja, pelatihan dan kedisiplinan terhadap kinerja karyawan pt. Kemas industry. *Mpu Procuratio*, 4(1 JUNI), 38–45.
- Pratiwi, W., Ariyanto, M., Syahwami, Zulkifli, Hamirul, & Melisa. (2021). Motivasi Kerja Dan Gaya Kepemimpinan Untuk Kinerja Karyawan Hotel Amaris Muara Bungo. *Jurnal Rekaman*, 5(2), 117–129. <http://ojs.jurnalrekaman.com/index.php/rekaman/117>
- Robbins, S. P., & Coulter, M. (2016). Manajemen, Jilid 1 Edisi 13. Jakarta: Erlangga.
- Sedarmayanti, H. (2018). *Manajemen Sumber Daya Manusia; Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*. Reflika Aditama.
- Setiana, A. R. (2022). *Gaya kepemimpinan dalam meningkatkan kinerja karyawan*. Global Aksara Pers. Sugiyono. (2020). *Metode Penelitian Kuantitatif Kualitatif Dan R&D*. Alfabeta.
- Sumiati, S., & Sumitra, I. A. (2023). Pengaruh Gaya Kepemimpinan Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Dinas Pangan Dan Perikanan Kabupaten Dharmasraya. *Jurnal Economina*, 2(5), 1117–1134.
- Umar, A., Yuliati, Y., & Wahyuningsih, S. (2021). Analisis Pengaruh Disiplin Kerja, Fasilitas Kerja dan Gaya Kepemimpinan Terhadap Kinerja Karyawan. *Riset, Ekonomi, Akuntansi Dan Perpajakan (Rekan)*, 2(2), 89–98.
- Yunita, M., & Pranata, J. (2023). Pengaruh Gaya Kepemimpinan Dan Motivasi Kerja Terhadap Kinerja Karyawan pada PT. Fhioletta Arma Mandiri. *Prosiding Seminar Nasional Business Corporate ISSN 2828-2728*, 2(1), 305–319.
- Zuriana, Z., Septarina, L., & Suwani, K. (2024). Pengaruh Beban Kerja Dan Motivasi Ekstrinsik Terhadap Kinerja Karyawan Pt. Lautan Berlian Utama Motor Bandar Jaya Lampung. *Jesya (Jurnal Ekonomi Dan Ekonomi Syariah)*, 7(1), 566–574.