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The Influence of Leadership Style and Work Facilities on Discipline and Its Impact on the Quality of Public Services at the Tungkal Ilir District Office

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Abstract: This study aims to determine the description of leadership style, work facilities, discipline and quality of public services in the Tungkal Ilir District Office and to determine and analyze the influence of leadership style and work facilities on discipline and its impact on the quality of public services in the Tungkal Ilir District Office. This type of research uses descriptive verification research. This study uses the PLS analysis method. Based on the results of the descriptive analysis, it explains that the leadership style is categorized as "Very Good. Work facilities are in the "good" category. Furthermore, discipline is in the "high" category. Meanwhile, the quality of public services is included in the "Good" category. Based on the results of research at the Tungkal Ilir District Office, West Tanjung Jabung Regency, it can be concluded that leadership style and work facilities have a positive and significant influence on discipline and the quality of public services. A good leadership style is not only able to improve employee discipline, but also has a direct impact on improving the quality of services to the public. A similar thing also occurs in work facilities, where adequate facilities and infrastructure support the creation of high discipline, which ultimately strengthens the quality of public services. In addition, discipline has been proven to be an important factor that bridges the influence of leadership style and work facilities on service quality. Therefore, it can be concluded that effective leadership and adequate facility support, if accompanied by strong employee discipline, will significantly encourage improvements in the quality of public services.

Keywords: Transformational Leadership Style, Intrinsic Motivation, Organizational Commitment, Public Service Quality

INTRODUCTION

The government is essentially a servant of the public. Public bureaucracy is obligated to provide professional, effective, efficient, transparent, timely, and uncomplicated services to optimally meet public needs (Roy et al., 2020). In this context, public service management is the process of planning, implementing, and controlling service activities to achieve organizational goals (Moenir, 2016). This aligns with Rohan's (2010) view, which asserts that

public service is a systematic effort to prepare, provide, and oversee the delivery of services to the public.

The success of public services is greatly influenced by the quality of leadership within government institutions. Effective leaders must be able to serve as role models, motivate, and guide their subordinates to create good work discipline. Thoha (2015) states that leadership style is the behavioral norms used by an individual to influence the behavior of others. Therefore, good leadership will have direct implications for improving the performance and quality of public services (Yuliana, 2022). Conversely, research by Siagian & Khair (2018) found that leadership does not always have a significant impact on service delivery, so the effectiveness of leadership style still requires further study.

In addition to leadership, adequate work facilities also play a crucial role in supporting service quality. Sulaksono (2021) emphasized that limited facilities will hinder employees from optimally performing their duties, ultimately resulting in low public satisfaction. Facilities such as computers, printers, air conditioning, and other work equipment are vital instruments for increasing the effectiveness of government officials. In other words, optimal public service requires a combination of effective leadership and supportive work facilities.

Another equally important aspect is employee discipline. Hasibuan (2017) emphasized that discipline is the most crucial operational function of HR, because without it, organizations struggle to achieve optimal results. High levels of tardiness, unexcused absences, or early departures can undermine productivity and reduce service quality. This aligns with the findings of Nesa et al. (2024), which demonstrate that work discipline plays a crucial role as a mediator in the relationship between leadership style, work facilities, and the quality of public services.

As regional units, sub-districts are at the forefront of public services at the local level. As regional leaders, sub-district heads play a strategic role in coordinating government affairs, community empowerment, and maintaining public facilities, as stipulated in Government Regulation No. 19 of 2008 concerning Sub-districts. Therefore, the quality of public services at the sub-district level depends heavily on the sub-district head's leadership, the availability of work facilities, and the level of employee discipline.

This research makes a significant contribution to the development of government management and public service science. It reinforces the view that effective leadership styles can influence employee work discipline, which in turn improves service quality (Thoha, 2015; Yuliana, 2022). Furthermore, this research confirms the relevance of work facilities as a supporting factor for successful public service delivery, while also providing an empirical overview of the role of discipline as a mediating variable (Hasibuan, 2017; Nesa et al., 2024).

Practically, the results of this study are highly relevant to the local government of Tanjung Jabung Barat Regency, particularly Tungkal Ilir District. The findings are expected to serve as a basis for formulating policies to improve the capacity of civil servants, provide adequate work facilities, and enforce employee discipline to achieve quality public services. Therefore, this research provides not only theoretical benefits for academics but also practical benefits for policymakers and the wider community who receive services.

METHOD

This study uses a quantitative approach with a descriptive verification method, which aims to explain the research variables and test the causal relationship between leadership style, work facilities, discipline, and the quality of public services at the Tungkal Ilir District Office. According to Sugiyono (2023), quantitative research emphasizes theory testing through numerical measurement of variables and data analysis using statistical procedures. The verification approach is used to prove the hypotheses formulated based on the research's conceptual framework.

The study population consisted of all RT heads and service recipients in Tungkal Ilir District in 2024, totaling 605 people. The sample was determined using the Slovin formula at

a precision level of 10%, resulting in 86 respondents. The sampling technique used Proportional Stratified Random Sampling, as the study population consists of several strata with different characteristics, and each stratum must be represented proportionally (Sugiyono, 2023).

Data analysis was conducted through Partial Least Squares (PLS-SEM) using SmartPLS software. This method was chosen because it is capable of analyzing complex causal relationships between latent variables with a relatively small sample size. Hair et al. (2017) explained that PLS-SEM is an appropriate analysis technique for both exploratory and confirmatory research, especially when the research model involves mediating variables. The analysis stages include instrument testing (validity and reliability), descriptive analysis, and verification analysis through outer model testing, inner model testing, and hypothesis testing.

RESULTS AND DISCUSSION

Respondent Characteristics

Respondents in this study were residents at the Tungkal Ilir District Office, West Tanjung Jabung Regency, who were randomly selected as many as 86 people representing each community and the head of the neighborhood association (RT). Each community and RT head who became respondents in this study functioned to fill out a questionnaire about Leadership Style, work facilities, discipline and Quality of Public Services at the Tungkal Ilir District Office, West Tanjung Jabung Regency. To determine the characteristics of respondents in West Tanjung Jabung Regency based on age, gender, and education can be seen as follows:

Table 1. Respondent Characteristics

No	Respondent Characteristics	Frequency	Percentage (%)
Age Group (Years)			
1	31 – 40	4	4.65
2	41 – 50	47	54.65
3	51 – 58	35	40.70
Gender			
1	Man	64	74.42
2	Woman	22	25.58
Education			
1	High School	28	32.56
2	Diploma	2	2.23
3	Bachelor's Degree	50	58.14
4	Master's Degree	6	6.98

Source: Primary Data Processing, 2025

DeResearch Variables thesis

Based on the survey conducted, the description of the variables observed in the study is summarized in the following table.

Table 2. Description of Research Variables

No	Variable	Item	Average score	Score	Information
1	Leadership Style	12	358	4,287	Good
2	Work Facilities	13	359	4,664	Good
3	Discipline	8	359	2,868	Tall
4	Quality of public services	12	357	4,281	Good

Source: Questionnaire Processing Results, 2025

Verification/Quantitative Analysis

Partial Least Squares (PLS) analysis is a statistical method often used to analyze complex relationships between variables, particularly in structural models (SEM). PLS is

suitable for situations where data do not fully meet the classic SEM assumptions, such as small sample sizes or non-normal data distributions. In PLS, the analysis is conducted through two main stages: the measurement model and the structural model. The results of this study can be seen below:

a. Convergent Validity Testing

Convergent validity testing is a type of validity used to evaluate the extent to which an instrument or measurement tool accurately measures the same construct. In the context of statistics and data analysis, particularly in latent variable-based models such as Partial Least Squares (PLS), convergent validity is essential to ensure that the indicators or items used in the model truly reflect the same construct. The convergent validity results in this study can be seen in the following figure.

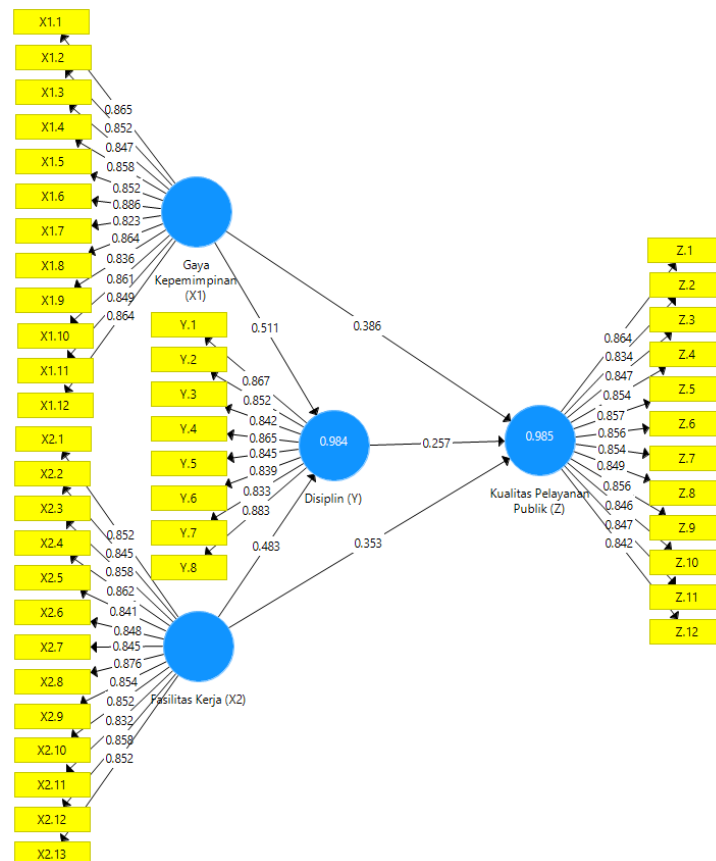


Figure 1. Full Outer Model

Based on the outer loading results displayed in Figure 1 above, it can be concluded that all indicators in each research variable, namely Leadership Style (X1), Work Facilities (X2), Discipline (Y), and Public Service Quality (Z), have loading values above 0.70. This indicates that each indicator has excellent convergent validity and is suitable for use to represent its construct. In the context of Partial Least Squares Structural Equation Modeling (PLS-SEM), an outer loading value exceeding 0.70 indicates that the indicator makes a strong contribution to the latent variable it measures.

In addition, based on the Composite Reliability and Cronbach's Alpha values, it was concluded that all constructs in this study, namely Leadership Style (X1), Work Facilities (X2), Discipline (Y), and Quality of Public Services (Z) met the criteria for very good reliability. Both Composite Reliability and Cronbach's Alpha of the four variables had values above 0.70, which is the minimum threshold for declaring a construct reliable in a PLS (Partial Least Squares)-based measurement model.

b. Inner Model Evaluation

Structural model testing in SEM-PLS analysis uses SmartPLS.3, namely the coefficient of determination (R^2) to measure how far the model's ability to explain the variance of the dependent variable. Hair et.al. (2017) revealed that the coefficient of determination is a measure of the combined ability of exogenous latent variables to predict the construct of the endogenous variable, that is, the coefficient represents the amount of variance in the endogenous construct explained by all the exogenous constructs associated with it. The R^2 value ranges from 0 to 1, with higher levels indicating a higher level of predictive accuracy. As with multiple regression, the adjusted coefficient of determination (Adjusted R^2) is used as a criterion to avoid bias towards complex models. This criterion is modified according to the number of exogenous variable constructs (Hair et.al., 2017).

1) R-Square

In assessing a model with PLS, we begin by looking at the R-square for each dependent latent variable (Hair et al., 2017). Table 3 shows the results of the R-square estimation using SmartPLS 3:

Table 3. R Square Results	
Variables	R Square
Discipline (Y)	0.984
Quality of public services (Z)	0.985

Source: Data Processing with PLS, 2025

Table 3 shows the results for the R-square value of discipline at 98.4 percent and public service quality at 98.5 percent. This indicates that the influence of leadership style and work facilities on discipline is considered strong. Furthermore, the influence of leadership style and work facilities on public service quality is also considered strong.

2) Q Square

Wiyono (2011), A model is considered to have relevant predictive value if the Q square value is greater than 0 (> 0). The predictive-relevance value is obtained using the following formula. The predictive-relevance value is obtained using the formula:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R_1^2) (1 - R_2^2) \\
 Q^2 &= 1 - (1 - 0.984^2) (1 - 0.985^2) \\
 Q^2 &= 1 - (1 - 0.968) (1 - 0.970) \\
 Q^2 &= 1 - (0.032) (0.030) \\
 Q^2 &= 1 - 0.001 \\
 Q^2 &= 0.999
 \end{aligned}$$

The result of the Q square calculation in this study is 0.999, meaning that the model in this study is suitable for explaining endogenous variables because the value of $0.999 > 0$.

3) Structural Model Testing

In SEM PLS analysis, the structural value of the model in this study can be seen from the direct effects value, also known as the path coefficient. Next, path coefficients between constructs are measured to determine the significance and strength of the relationship and also to test the hypothesis.

Table 4. Path Coefficients	
	Path Coefficient
Leadership Style (X1) -> Discipline (Y)	0.511
Work Facilities (X2) -> Discipline (Y)	0.483
Leadership Style (X1) -> Quality of Public Service (Z)	0.386
Work Facilities (X2) -> Quality of Public Services (Z)	0.353

	Path Coefficient
Discipline (Y) -> Quality of Public Service (Z)	0.257
Leadership Style (X1) -> Discipline (Y) -> Quality of Public Service (Z)	0.131
Work Facilities (X2) -> Discipline (Y) -> Quality of Public Services (Z)	0.124

Source: Data Processing with PLS, 2025

Based on the results of the patch coefficient analysis in Table 4 above, the following conclusions can be drawn:

- The direct effect of leadership style on discipline is 0.511, which means that if leadership style increases by 1 unit, discipline can increase by 0.511. This effect is positive.
- The direct influence of work facilities on discipline is 0.483, which means that if work facilities increase by 1 unit, discipline can increase by 0.483. This influence is positive.
- The direct influence of leadership style on the quality of public services is 0.386, which means that if leadership style increases by 1 unit, the quality of public services can increase by 0.386. This influence is positive.
- The direct effect of work facilities on the quality of public services is 0.353, meaning that if work facilities increase by 1 unit, the quality of public services can increase by 0.353. This effect is positive.
- The direct effect of discipline on the quality of public services is 0.257, meaning that if discipline increases by 1 unit, the quality of public services can increase by 0.257. This effect is positive.
- The indirect effect of leadership style on the quality of public services through discipline is 0.131, which means that if leadership style increases by 1 unit, the quality of public services can increase indirectly through discipline by 0.131. This effect is positive.
- The indirect effect of work facilities on the quality of public services through discipline is 0.124, meaning that if work facilities increase by 1 unit, the quality of public services can increase indirectly through discipline by 0.124. This effect is positive.

c. Hypothesis Testing

Hypothesis testing is a process in statistics to determine whether the sample data in Table 5 provide estimated output for testing a structural model.

Table 5. Hypothesis Testing of Direct and Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership Style (X1) -> Discipline (Y)	0.511	0.510	0.074	6,884	0.000
Work Facilities (X2) -> Discipline (Y)	0.483	0.484	0.074	6,486	0.000
Leadership Style (X1) -> Quality of Public Service (Z)	0.386	0.386	0.090	4,277	0.000
Work Facilities (X2) -> Quality of Public Services (Z)	0.353	0.355	0.100	3,534	0.000
Discipline (Y) -> Quality of Public Service (Z)	0.257	0.256	0.110	2,336	0.020
Leadership Style (X1) -> Discipline (Y) -> Quality of Public Service (Z)	0.131	0.130	0.060	2,187	0.029
Work Facilities (X2) -> Discipline (Y) -> Quality of Public Services (Z)	0.124	0.124	0.057	2,180	0.030

Source: Data Processing with PLS, 2025

In theory hypothesis The influence of exogenous variables on endogenous variables is carried out by comparing the results of the p value of the path coefficient with a significance level of $\alpha = 0.05$. The test can be said to be very significant if the p value is smaller than or equal to 0.05 ($p \text{ value} \leq 0.05$) or using the t table value of 1.96 with the criteria for rejecting and accepting the hypothesis, namely if the t-statistic $> t$ count then the hypothesis is rejected, and if the t-statistic $< t$ count then the hypothesis is accepted (Hair et.al., 2017).

Based on the results of the bootstrapping hypothesis testing, as shown in Table 5 above, all exogenous variables exhibited a T-statistic > 1.96 and a P-value $< 5\%$ (0.05). These results indicate that all hypotheses are accepted. This means that leadership style and work facilities significantly influence the quality of public services, both directly and indirectly through discipline.

Discussion

The Influence of Leadership Style on Discipline

The results of the study indicate that the leadership style variable has a positive and significant effect on discipline. This result is in line with research.(Khasanah et al., 2024) stated that leadership style has a positive and significant effect on discipline. Leadership style has a positive and significant effect on discipline because good leadership is able to provide clear direction, open communication, and effective supervision of employees. Respondents' statements showed that leaders at the sub-district office actively direct and organize the implementation of tasks, involve employees in deliberations, and provide opportunities to participate in decision-making. This encourages employees to be more disciplined, because they feel like they are part of the work process, not just as implementers. In addition, open two-way communication and clear information delivery from leaders make employees better understand the rules and work procedures that must be followed. Clarity of instructions reduces the potential for errors, delays, or negligence that can reflect a lack of discipline. With leadership that prioritizes transparency and assertiveness, employees are more motivated to comply with applicable rules and regulations. This is in line with the view that discipline does not only grow from supervision, but also from leadership that sets an example and inspires employees to work responsibly.

The Influence of Work Facilities on Discipline

The results of the study indicate that the work facility variable has a positive and significant effect on discipline. This result is in line withby research(Mirnasari et al., 2023)And(Ihsanudin et al., 2023)stated that work facilities have a positive and significant impact on discipline. The influence of work facilities on employee discipline is due to the availability of facilities and infrastructure that support the implementation of daily tasks. Adequate work facilities, such as comfortable office space, complete work equipment, and access to supporting technology, make it easier for employees to complete their work according to established procedures. When employees feel supported by a good work environment, they will tend to be more compliant with applicable regulations, both in terms of attendance, use of work time, and accuracy in carrying out tasks. Conversely, if work facilities are inadequate, employees will face technical obstacles that can reduce work enthusiasm and encourage disciplinary violations. Therefore, work facilities not only function as physical facilities, but also as motivational factors that strengthen employee commitment to maintaining discipline.

The Influence of Leadership Style on the Quality of Public Services

The results of the study indicate that the relationship between the leadership style variable and the quality of public services has a positive and significant effect. This result is in line withresearch conducted(Junarta, 2016)And(Tamami, 2016) stated that leadership style

has a positive and significant influence on the quality of public services. Leadership style significantly influences the quality of public services because a leader has a central role in directing, supervising, and setting an example for his subordinates. Leaders who are able to implement a participatory leadership style, for example, can create open communication and build trust between superiors and employees. With the active involvement of employees in decision-making, a sense of responsibility for their work increases, so that public services can be provided more optimally and in accordance with public expectations. This shows that the quality of public services is largely determined by the leadership patterns applied in the work environment.

The Influence of Work Facilities on the Quality of Public Services

The results of the study indicate that the relationship between work facility variables and the quality of public services has a positive and significant effect. This result is in line with research conducted by (Inzaghi & Rosy, 2022) and research (Sulaksono, 2021) stated that work facilities have a positive and significant impact on the quality of public services. Work facilities significantly influence the quality of public services because the availability of adequate facilities and infrastructure will support the smooth running of employee work processes. When facilities such as comfortable workspaces, modern technological equipment, a stable internet connection, and administrative equipment are properly available, employees can carry out their duties effectively and efficiently. This allows public services to be provided quickly, accurately, and according to community needs without significant obstacles.

The Influence of Discipline on the Quality of Public Services

The results of the study indicate that the discipline variable has a positive and significant effect on the quality of public services. This finding aligns with research conducted by (Devialesti, 2020) stated that discipline has a positive and significant impact on the quality of public services. Discipline significantly impacts the quality of public services because it reflects an employee's commitment to carrying out their duties according to established rules and standards. Disciplined employees will arrive on time, complete work by the deadline, and comply with applicable work procedures. This has a direct impact on the smooth running of the public service process, allowing the public to receive services quickly, accurately, and without obstacles. With discipline, delays, negligence, and errors in service can be minimized, thereby increasing public satisfaction as service users.

The Influence of Leadership Style on the Quality of Public Services Through Discipline

Leadership style influences the quality of public services by improving discipline. A leader who is able to provide good examples, direction, and control will encourage employees to work more orderly and comply with regulations. A firm but fair leader, for example, will instill an awareness that discipline is an essential part of professionalism. When leaders consistently enforce discipline, employees feel motivated to arrive on time, complete work according to standards, and uphold their responsibilities. This directly strengthens a disciplined work culture, which is the primary foundation for achieving quality public services.

The Influence of Work Facilities on the Quality of Public Services Through Discipline

Work facilities influence the quality of public services by improving discipline. Adequate facilities and infrastructure support employees in carrying out their duties more effectively, efficiently, and on time. Employees who work with complete facilities tend to more easily comply with work rules and procedures, such as working hours, operational standards, and service targets. Conversely, inadequate facilities often lead to delays, non-

compliance with SOPs, and even decreased work motivation. With good work facilities, employees are encouraged to be more disciplined in carrying out their responsibilities, thereby improving the quality of public services.

CONCLUSION

Based on the results of the analysis and discussion presented in the previous chapter, the following conclusions can be drawn:

1. Descriptive analysis explains that Leadership Style obtained a total score of 4297 with an average score of 358 which is categorized as "Good". Work facilities obtained a total score of 4664 with an average of 359, included in the "good" category. Furthermore, discipline is also in the "high" category with a total score of 2868 and an average of 359. Meanwhile, the quality of public services obtained a total score of 4281 with an average of 357 and is included in the "Good" category..
2. Leadership style has a positive and significant effect on discipline at the Tungkal Ilir District Office, West Tanjung Jabung Regency. This means that as leadership style improves, discipline will increase, with an effect of 51.1%.
3. Work facilities have a positive and significant impact on discipline at the Tungkal Ilir District Office, West Tanjung Jabung Regency. This means that as work facilities improve, discipline will increase, with an effect of 48.3%.
4. Leadership style has a positive and significant effect on the quality of public services at the Tungkal Ilir District Office, West Tanjung Jabung Regency. This means that as leadership style improves, the quality of public services will increase with an impact of 38.6%.
5. Work facilities have a positive and significant impact on the quality of public services at the Tungkal Ilir District Office, West Tanjung Jabung Regency. This means that as work facilities improve, the quality of public services will increase by 35.3%.
6. Discipline has a positive and significant impact on the quality of public services at the Tungkal Ilir District Office, West Tanjung Jabung Regency. This means that as discipline increases, the quality of public services will improve by 25.7%.
7. Leadership style has a positive and significant impact on the quality of public services through discipline at the Tungkal Ilir District Office, West Tanjung Jabung Regency. This means that as leadership style improves, discipline and the quality of public services will increase, with an impact of 13.1%.
8. Work facilities have a positive and significant impact on public service quality through discipline at the Tungkal Ilir District Office, West Tanjung Jabung Regency. This means that as work facilities improve, discipline and public service quality will increase, with a 12.4% effect.

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