# The Influence Of Leadership Style And Employee Work Motivation On Employee Compliance With Job Satisfaction As An Intervening Variable In The Education Office Dairi Regency

**Adi Saputra R. Purba[1], Kiki Farida Ferine[2]**
[1]Master of Management Student, Universitas Pembangunan Panca Budi, Medan
E-mail: adipoerba85@gmail.com
[2*]Master of Management, Universitas Pembangunan Panca Budi, Medan
*E-mail Correspondence: kikifarida@dosen.pancabudi.ac.id

**Abstract**

The purpose of this study is to find out and analyze the influence of Leadership Style and Motivation on Employee Compliance mediated by Job Satisfaction at the Dairi Regency Education Office. This research was carried out at the Dairi Regency Education Office. The type of research is quantitative associative. The sample in this study is 45 employees with ASN and honorary status at the Dairi Regency Education Office. The sampling technique in this study uses a saturated sample where the entire population will be a sample in this study as many as 45 people. The results of the study show that Leadership Style does not have a significant influence on Employee Compliance as shown by the T-Statistic value of $1.254 > 1.96$ and the P Value of $0.210 > 0.05$. In the effect of Motivation on Employee Compliance, data on T-Statistical values were obtained from $2.273 > 1.96$ and P-Value values of $0.023 < 0.05$ or there was an influence of Motivation on Employee Compliance. Leadership Style has a significant effect on Employee Job Satisfaction with a T-Statistic value of $3.381 > 1.96$ with a P-Value of $0.001 < 0.05$. Motivation has a significant effect on Employee Job Satisfaction. This can be seen from the results of the T-Statistic value of $7.026 > 1.96$ with a P-Value of $0.000 < 0.05$. On the effect of Job Satisfaction on Employee Compliance, a T-Statistic value of $2.215 < 1.96$ was obtained with a P-Value of $0.027 < 0.05$ which means that Job Satisfaction has a significant effect on Employee Compliance of the Dairi Regency Education Office. In Indirect Influence, the results show that Job Satisfaction has a role as an intervention variable in explaining the relationship between Motivation and Employee Compliance. This shows that improvements in Motivation can increase Job Satisfaction, which ultimately contributes to an increase in Employee Compliance at the Dairi Regency Education Office.

**Keywords:**
Leadership Style; Motivation; Job Satisfaction; Employee Compliance**.**

## INTRODUCTION

All kinds of organizational activities, human resources (HR) play a role as a determining factor for the smooth running of a business. The vital role of human

resources is realized in the design of organizational strategies, activity plans, work programs, and work supervision in order to obtain organizational targets. in other words, the success of the organization is associated with the availability of decent human resources.

Human resources are the most important element for a company, considering that these resources are the driving force of organizational operations, and play an important role in keeping the organization *alive* in its development, (Syarief et al., 2022) This makes it clear that management needs to participate in determining procedures for assessing and fulfilling future needs, as well as maximizing or developing the capacity that is attached to a person with learning as well as the opportunity to develop themselves in a continuous manner.

## Problem Formulation

The formulation of this research problem is as follows:

1. Does leadership style have a positive and significant effect on the compliance of Dairi Regency Education Office employees?
2. Does work motivation have a positive and significant effect on the compliance of employees of the Dairi Regency Education Office?
3. Does leadership style have a positive and significant effect on the job satisfaction of employees of the Dairi Regency Education Office?
4. Does work motivation have a positive and significant effect on the job satisfaction of employees of the Dairi Regency Education Office?
5. Does job satisfaction have a positive and significant effect on the compliance of employees of the Dairi Regency Education Office?
6. Does leadership style have a positive and significant effect on employee compliance with job satisfaction as an intervening variable at the Dairi Regency Education Office?
7. Does work motivation have a positive and significant effect on employee compliance with job satisfaction as an intervening variable at the Dairi Regency Education Office?

## Literature Review
## Employee Compliance

Employee compliance is a feeling of happiness or displeasure for employees in viewing and carrying out their work. If a person is happy with his work, then he is satisfied with his work, (Tamali & Munasip, 2019). Employee Compliance is defined as a positive attitude for workers including feelings and behavior in their job responsibilities, of course through job appraisal as a sense of appreciation in achieving important values at work, (Afandi, 2018).

Meanwhile, according to (Saragih & Simarmata, 2019) Employee Compliance is as a person's feelings towards their work. This means that the conception of Employee Compliance is the result of human interaction with their work environment.

## Employee Compliance Indicators

According to (Afandi, 2018) Employee Compliance Indicators, namely:

1) Work;
2) Wages;
3) Promotion;
4) Supervisor and;
5) Co workers.

## Leadership Style

According to Hasibuan, (2017) leadership style is a norm that is driven by a person when that person tries to influence the behavior of others as he sees it. Leaders need to think about the most appropriate leadership style, namely a leadership style that can maximize performance, and is easy to adjust to any situation in the organization.

According to Paramita, (2017), Leadership is the activity of influencing people so that they are willing to work together to achieve the desired goals.

## Leadership Style Indicators

According to Paramita (2017) the indicators of Leadership Style are as follows:

1) Decision-Making Skills
2) Motivational Ability
3) Communication Skills
4) Ability to Control Subordinates
5) Ability to Control Emotions

## Work Motivation

Work motivation as an energetic force that comes from within and outside an individual, to initiate a behavioral relationship related to work and to establish form, supervision, intensity and continuity. While (Robbins et al., 2017) defines motivation as a process that describes the intensity, direction and perseverance of an individual to achieve his goals.

## Work Motivation Indicators

Work motivation indicators according to Robbins et al., (2017) are as follows:

1) Appreciation
2) Social Relations,
3) Living Needs,

4) Success at Work.

**Performance**

Performance is the result of work that a person obtains in terms of quality or quantity when they successfully complete the work task of a function or task, (FoEh & Papote, 2021). Effective resource management is felt to be able to produce the best performance. This good performance is able to steer the organization's performance on a better path

**Performance Indicators**

According to (Hasibuan, 2017), including:
1) Timely attendance;
2) Timeliness of completion of work;
3) Obey work regulations;
4) Carry out work procedures; and
5) Use office equipment well.

Based on initial observations by researchers, it can be stated that the phenomenon that occurred at the Dairi Regency Education Office related to supervision is that there is still a lack of leadership supervision of employees so that employee performance is less effective. This can be seen from the number of employees who still do other jobs outside of the job duties given and are not responsible for the work tasks performed. This can cause the achievement of the company's goals not to run effectively and efficiently so that it is directly proportional to the improvement of performance does not run well.

**Conceptual Framework**
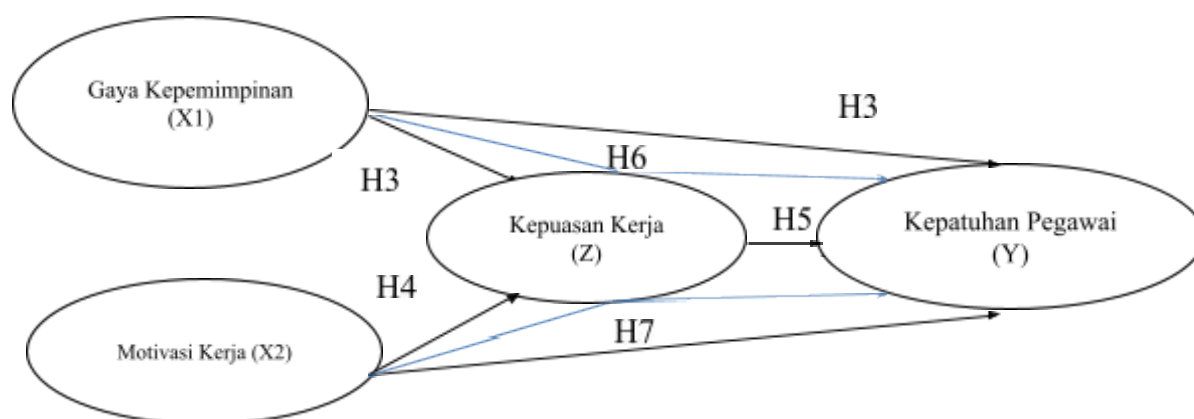


**Figure 1. Conceptual Framework**

**Hypothesis**

H1 : Leadership Style has a positive and significant effect on the compliance of Dairi Regency Education Office employees

H2 : Work motivation has a positive and significant effect on the compliance of employees of the Dairi Regency Education Office

H3 : Leadership style has a positive and significant effect on the job satisfaction of employees of the Dairi Regency Education Office

H4 : Work motivation has a positive and significant effect on the job satisfaction of employees of the Dairi Regency Education Office

H5 : Job satisfaction has a positive and significant effect on the compliance of employees of the Dairi Regency Education Office

H6 : Leadership style has a positive and significant effect on employee compliance through job satisfaction as an intervening variable in the Dairi Regency Education Office

H7 : Work motivation has a positive and significant effect on employee compliance through job satisfaction as an intervening variable at the Dairi Regency Education Office

**RESEARCH METHODS**

This type of research is a casual associative quantitative research. This research was carried out at the Dairi Regency Education Office. The time of this research will be carried out from September 2024 to November 2024. According to (Sugiyono, 2018) population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. The population in this study is all employees of the general section of the Dairi Regency Education Office which totals 45 people with the following details:

Table 1. Number of Population

| Status | Sum |
|---|---|
| Civil servants | 33 |
| Non Civil Servants | 12 |
| Total | 45 |

According to (Sugiyono, 2018) the sample is part of the number and characteristics possessed by the population. If the population is large, and it is impossible for researchers to study everything in the population, for example due to

limited funds, energy and time, then researchers can use samples taken from that population. In this study, the author uses the entire population, namely the total number of employees as many as 45 people.

The data that will be used from this study is the data from the questionnaire results distributed to respondents consisting of all employees of the general section of the Dairi Regency Education Office. The data analysis technique used in this study is a quantitative data analysis method using *Structural Equation Modeling* (SEM) based on *Partial Least Square* (PLS) using SmartPLS 3.0 software.

Meanwhile, the feasibility test that will be used in this study is the outer *model* test in order to obtain *an outer loading* value that meets the requirements *of validity and reliability.* Testing the *structural model (Inner model)* which includes a determination coefficient test (R2) to measure how far the model is able to explain the variation of the bound variables.

The Goodness fit *test* is to determine the extent to which the observed data is in accordance with the theoretical distribution assumed by the model or hypothesis (Latan & Ghozali, 2015) and the hypothesis test *(T-Statistic Test)* which consists of *a path coeficients* test to test how the direct influence of each independent variable individually on its bound variable as well as the indirect influence of the intervening variable in influencing the its independent variable to its bound variable.

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between the variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative. A hypothesis is said to be accepted if the statistical t value is greater than the t of the table. According to (Latan & Ghozali, 2015) the criterion of t-value table is 1.96 with a significance level of 5%

## RESULTS AND DISCUSSION

## Outer Model

### Analysis

The outer *model* testing in this study uses algorithm analysis on *SmartPLS version 3.0 software,* in order to obtain *an outer loading* value that meets *the requirements of validity and reliability.*

### 1) Convergent Validity *Test Results*

*The convergent validity* of the measurement model with reflexive indicators can be seen from the correlation between the score of the item/indicator and the construction score. Based on the *results for outer loading* , it shows that there is an indicator that has a loading below 0.60 and is not significant. The following is presented as the results of the outer loading value in the following table.

**Table 2. *Outer Loading***

| Indicators | *Outer Loading* | Information |
|---|---|---|
| **Leadership Style (X1)** | | |
| GK1 | 0,832 | Valid |
| GK2 | 0,924 | Valid |
| GK3 | 0,759 | Valid |

| Indicators | *Outer Loading* | Information |
|---|---|---|
| GK4 | 0,880 | Valid |
| **Work Motivation (X2)** | | |
| MO1 | 0,847 | Valid |
| MO2 | 0,862 | Valid |
| MO3 | 0,835 | Valid |
| MO4 | 0,761 | Valid |
| **Employee Compliance (Z)** | | |
| KEP1 | 0,781 | Valid |
| KEP2 | 0,899 | Valid |
| KEP3 | 0,928 | Valid |
| KEP4 | 0,830 | Valid |
| **Employee Compliance (Y)** | | |
| KP1 | 0,648 | Valid |
| KP2 | 0,620 | Valid |
| KP3 | 0,901 | Valid |
| KP4 | 0,792 | Valid |
| KP5 | 0,802 | Valid |

*Source : Output Smart PLS, 2024*

Based on Table 2, it can be seen that all indicators have a *loading factor value* of > 0.60. According to (Latan & Ghozali, 2015) states that an indicator is declared valid if it has a loading *factor* value of > 0.60. Thus, it can be stated that all indicators in this study are declared valid and can be carried out further research. The following is shown in the form of a structural model as shown in the following image:
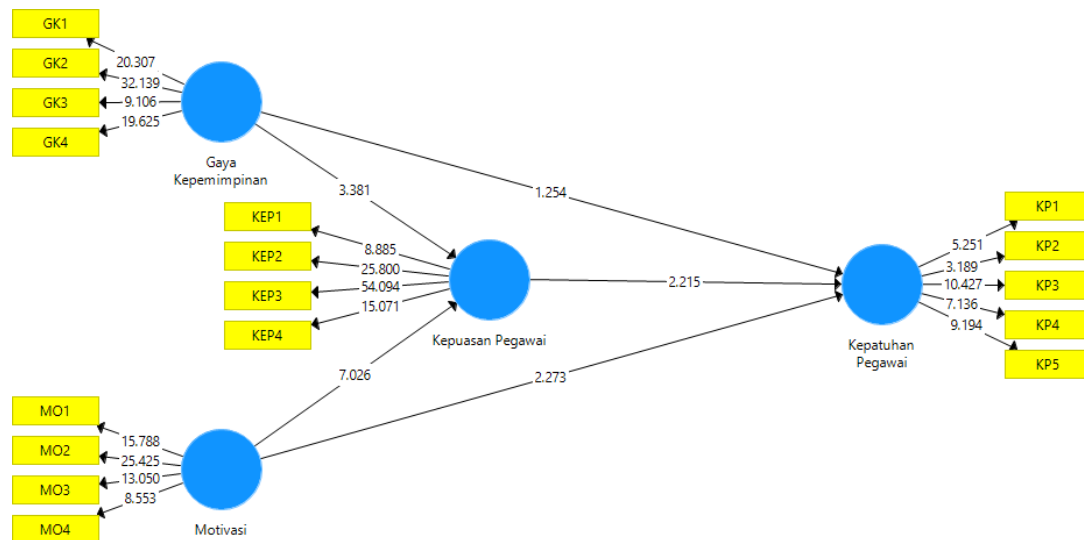
**Figure 1. Outer Model Test Results**

## 2) Discriminate Validity *Test Results*

The next test is to test the validity of discrimination, this test aims to determine whether a reflective indicator is a good measurement for its construction based on the principle that the indicator is highly correlated with its construction. The following are the results of cross loading from the discrimination validity test as shown in the following table.

**Table 3.** *Discriminant Validity*

| | Style Leadership | Compliance Official | Satisfaction Official | Motivation |
|---|---|---|---|---|
| GK1 | **0.832** | 0.259 | 0.869 | 0.799 |
| GK2 | **0.924** | 0.171 | 0.772 | 0.847 |
| GK3 | **0.759** | 0.477 | 0.740 | 0.651 |
| GK4 | **0.880** | 0.135 | 0.703 | 0.773 |
| KEP1 | 0.631 | 0.131 | **0.781** | 0.835 |
| KEP2 | 0.836 | 0.267 | **0.899** | 0.821 |
| KEP3 | 0.863 | 0.285 | **0.928** | 0.862 |
| KEP4 | 0.813 | 0.403 | **0.830** | 0.757 |
| KP1 | 0.251 | **0.748** | 0.235 | 0.208 |
| KP2 | 0.263 | **0.620** | 0.251 | 0.197 |
| KP3 | 0.159 | **0.901** | 0.137 | 0.032 |
| KP4 | 0.216 | **0.792** | 0.174 | 0.131 |
| KP5 | 0.315 | **0.802** | 0.374 | 0.248 |
| MO1 | 0.924 | 0.171 | 0.772 | **0.847** |
| MO2 | 0.863 | 0.285 | 0.928 | **0.862** |
| MO3 | 0.631 | 0.131 | 0.781 | **0.835** |
| MO4 | 0.518 | 0.085 | 0.608 | **0.761** |

*Source: Output Smart PLS, 2024*

Based on table 4, it can be seen  that the *cross loading*  value in each indicator and variable is greater than other variables and indicators, *the cross loading*  of the Leadership Style and Motivation variable shows that *the cross loading*  of the variable indicator is greater than  *the cross loading*  of other latent variables, *the cross loading* of the Employee Satisfaction variable indicator shows that the value of the indicator *Cross loading* is greater than other latent variables, *Cross loading* Employee Compliance also shows a greater cross *loading value of the indicator* than  the *cross loading* of the latent variable. Based on this data, it can be stated discriminatively   *that* the cross loading *results* are considered valid.

**3) Composite reliability** *test results*

The submission then determines the reliable value with *the composite reliability* of the indicator block that measures the construct. A construct value that is said to be reliable if the *composite reliability  value* is above 0.60. In addition to looking at *the composite reliability*  value, the reliable value can be seen in the variable construct value with *the alpha cronbachs* of the indicator block that measures the construct. A construct is declared reliable if  the *cronbachs alpha  value* is above 0.7. The following is a table of loading values for the construct of the research variables resulting from running the Smart PLS program in the following table.

**Table 4.** *Construct Reliability and Validity*

| Indicators | Cronbach's Alpha | Reliability Composite | Average Variance Extracted (AVE) |
|---|---|---|---|
| Leadership Style | 0.871 | 0,913 | 0,724 |
| Employee Compliance | 0.838 | 0,883 | 0,605 |

| | | | |
|---|---|---|---|
| Employee Satisfaction | 0.882 | 0,919 | 0,741 |
| Motivation | 0.848 | 0,896 | 0,684 |

*Source: Output Smart PLS, 2024*

Based on Table 4, it can be explained that the AVE value in each variable tested has a value of > 0.5, which shows that all variables in this study meet the *criteria for discriminant validity*. To find out the reliability in this study Composite reliability *values are used*. The accepted value for the reliability level is > 0.7. Based on these criteria, it can be seen that all variables in this study have a > value of 0.70 so that it can be stated that all variables tested meet the reliability of the construct.

**Structural Model Evaluation (*Inner Model*)**

Evaluation of the structural model (*inner model*) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

**1) Determination Coefficient Test Results (R2)**

The determination coefficient (R2) test is used to see the influence of certain independent latent variables on the dependent latent variable whether it has a substantive influence. Based on the data processing that has been carried out using the SmartPLS 3.0 program, the *R Square value* is obtained as shown in the following table.

**Table 5. R Square Results**

| Variable | R Square | Adjusted R Square |
|---|---|---|
| Employee Compliance | 0.201 | 0.143 |
| Employee Satisfaction | 0.920 | 0.916 |

*Source: Output Smart PLS, 2024*

Based on table 5, it is known that the *R square Adjusted* value of the Employee Compliance variable is 0.143 or 14.30%, which means that the influence of Leadership Style and Motivation on Employee Satisfaction is in the low category. This means that the more Leadership Style and Motivation increase, the more Employee Satisfaction will increase. Meanwhile, the R *Square* value on the Employee Satisfaction variable is 0.916 or 91.60%, which means that the influence of Leadership Style and Motivation on Employee Satisfaction is 91.60.% and the remaining 8.40% is influenced by other variables that have not been studied.

**2) Goodness of Fit *Test Results***

The Goodness of Fit *test* is a statistical method used to evaluate how well the tested model or statistical distribution matches the observed data. The *Goodness of Fit test* aims to determine the extent to which the observed data corresponds to the theoretical distribution assumed by the model or hypothesis. The *goodness of fit* model test can be seen from looking at the NFI value on the program. If the NFI value > SRMR and is closer to 1, then the better the model *(good fit)*. Based on the data processing that has been carried out using the SmartPLS 3.0 program, the Fit Model values are obtained as follows.

**Table 6. Model Fit**

|  | Saturated Model | Estimated Model |
|---|---|---|
| SRMR | 0.116 | 0.116 |
| d_ULS | 2.627 | 2.627 |
| d_G | 2.076 | 2.076 |
| Chi-Square | 92.715 | 92.715 |
| NFI | 0.377 | 0.377 |

*Source: Output Smart PLS, 2024*

Based on table 6, it can be seen that the NFI value is 0.377 > 0.116 so that it can be stated that the model in this study has sufficient *goodness of fit* and is suitable to be used to test the research hypothesis.

**Hypothesis Test Results**

After conducting an inner model analysis, the next thing is to evaluate the relationship between latent constructs in order to answer the hypothesis in this study. The hypothesis test in this study was carried out by looking at T-Statistics and P-Values. The hypothesis was declared accepted if the *T-Statistics value* > 1.96 and the P-Values < 0.05. The following are the results of *Path Coefficients* of direct influence between variables as shown in the following table.

**Table 7. *Path Coefficients***

| Variable | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (\|O/STDEV\|) | P Values | Result |
|---|---|---|---|---|---|---|
| Leadership Style -> Employee Compliance | 0.376 | 0.381 | 0.299 | 1.254 | 0.210 | Rejected |
| Leadership Style -> Employee Satisfaction | 0.318 | 0.316 | 0.094 | 3.381 | 0.001 | Received a |
| Employee Satisfaction -> Employee Compliance | 0.949 | 0.957 | 0.429 | 2.215 | 0.027 | Received a |
| Motivation -> Employee Compliance | -1.026 | -1.010 | 0.451 | 2.273 | 0.023 | Received a |
| Motivation -> Employee Satisfaction | 0.662 | 0.663 | 0.094 | 7.026 | 0.000 | Received a |

*Source: Output Smart PLS, 2024*

Based on the data in Table 7, it can be stated that Leadership Style does not have a significant effect on Employee Compliance. This can be seen from the T-statistical value of 1.254 < 1.96 with a P-Value of 0.210 > 0.05. This means that if the Leadership Style increases, Employee Compliance will increase. This result answers the first hypothesis in this study, namely that Leadership Style does not have a significant effect on Employee Compliance at the Dairi Regency Education Office.

Furthermore, on the effect of Motivation on Employee Compliance, data on T-Statistical values were obtained from 2.273 > 1.96 with P-Value values of 0.023 < 0.05 so that it can be stated that Motivation has an effect on Employee Compliance at the Dairi Regency Education Office. This can be interpreted that increased motivation will increase Employee Satisfaction. These results answer the second research hypothesis. Meanwhile, in the third hypothesis, Leadership Style affects Employee job satisfaction with a T-Statistic value of 3.381 > 1.96 with a P-Value of 0.001 < 0.005 which means that if the Leadership Style is improved, the Employee's job satisfaction will increase.

Furthermore, on the influence of Motivation on Employee Job Satisfaction, data was obtained that the T-Statistic value was 7,026 > 1.96 with a P-Value of 0.000 < 0.05 which means that Motivation has a significant effect on Employee Job Satisfaction. This indicates that if motivation is increased, employee job satisfaction tends to increase significantly. This statement answers the fourth hypothesis. Likewise, the effect of Employee job satisfaction on Employee Compliance obtained a T-Statistic value of 2.215

< 1.96 with a P-Value of 0.027 < 0.05 which means that Employee Job Satisfaction affects Employee Compliance of the Dairi Regency Education Office. This statement answers the fifth hypothesis with the conclusion that if Employee Compliance is improved, it will have an influence on increasing Employee Satisfaction. To answer the sixth and seventh hypotheses, it is seen by looking at the indirect influence between variables as shown in the following table.

**Table 8.** *Indirect Effect*

| Variable | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (\|O/STDEV\|) | P Values | Result |
|---|---|---|---|---|---|---|
| Leadership Style -> Employee Satisfaction -> Employee Compliance | 0.302 | 0.306 | 0.166 | 1.817 | 0.070 | **Rejected** |
| Motivation -> Employee Satisfaction -> Employee Compliance | 0.628 | 0.632 | 0.300 | 2.093 | 0.037 | **Accepted** |

*Source: Output Smart PLS, 2024*

Based on table 8, it can be explained that Employee Satisfaction (Z) is not able to intervene in the influence between Leadership Style (X1) and Employee Compliance (Y). This can be seen from the results of the T-Statistical value of 1.817 < 1.96 with a P-Value of 0.070 > 0.05. This shows that there is no indirect influence between Leadership Style and Employee Compliance through Employee Satisfaction. And also with the influence of Motivation (X2) on Employee Compliance (Y) through the intermediate variable of Employee Satisfaction (Z). These results show that Employee Satisfaction can also contribute to intervening in the influence of Motivation on Employee Compliance. This can be seen from the results of the T-Statistical value of 2.093 > 1.96 with a P-Value of 0.037 < 0.05. These results provide insight into how the intermediate variable of Employee Satisfaction can intervene in the relationship between Leadership Style and Motivation and Employee Compliance at the Dairi Regency Education Office.

**Discussion**

The findings in this study can be strengthened by referring to the findings of previous relevant studies. The results showed that leadership style had a significant negative effect on job satisfaction, motivation did not have a significant effect on job satisfaction, leadership style and motivation simultaneously had a significant positive effect on job satisfaction, leadership style did not have a significant effect on employee performance, motivation had no significant effect on employee performance, job satisfaction had a significant positive effect on employee performance, style leadership, motivation, and job satisfaction simultaneously have a significant positive effect on employee performance, leadership style and motivation through job satisfaction have a significant negative effect on employee performance, (Darmawan & Muttaqin, 2023).

In terms of the influence of Motivation on Employee Compliance, it has been found that good Motivation can increase Employee Compliance. These findings provide a strong basis for concluding that investment in improved motivation at work can contribute to improved Employee Compliance. The effect of intrinsic work motivation on compliance with working hour regulations. Therefore, the higher the intrinsic work motivation, the better the compliance with the working hour regulations. On the contrary, it is increasingly the lower the intrinsic work motivation, the lower the compliance with the working hour regulations, (Apriannoor, 2018).

Furthermore, the indirect influence through the Intermediate Variable (Employee Satisfaction) which outlines the importance of Employee Satisfaction plays an important role in explaining the relationship between leadership style and motivation and Compliance. This means that improvements in leadership and motivation increase Employee Satisfaction, which then has an impact on increasing Employee Compliance.

**CONCLUSION**

From the results of the data analysis of the research results and discussions described above, it can be concluded that Leadership Style does not have a significant influence on Employee Compliance at the Dairi Regency Education Office. These results show that if the employee's leadership style is improved, it will not affect the employee's compliance. The results of the study also show that Motivation has an influence on Employee Compliance. If Motivation is increased, Employee Compliance will increase. The relationship between Leadership Style and Employee Satisfaction shows that it has a significant influence. This means that improvements in leadership styles can directly significantly improve Employee Satisfaction. The Effect of Motivation on Employee Satisfaction shows that Motivation has a significant influence on Employee Satisfaction. Motivation Improvement can contribute to increasing Employee Satisfaction, which in turn has the potential to increase Employee Compliance.

In the indirect influence through the Employee Satisfaction Variable, it was found that the Employee Satisfaction variable plays an important role in explaining the relationship between motivation and Employee Compliance. This means that improvements in Motivation can contribute to an increase in Employee Satisfaction, which then has an impact on increasing Employee Compliance. These findings explain the complex relationship between these variables in the context of research. Overall, this study provides insight into the importance of factors such as Leadership Style, Motivation, and Employee Satisfaction in influencing Employee Compliance at the Dairi Regency Education Office. Although not all relationships have a direct influence, the interaction between these variables through Employee Satisfaction illustrates the complexity of the existing dynamics. The results of this study provide practical implications for management and improvement in the work environment to improve Employee Compliance through attention to these factors.

**SUGGESTION**
Based on the results of the research, discussion, and conclusions obtained, the suggestions that can be given are as follows:
a. Based on the results of the study, it is known that the variables of Leadership Style and Employee Compliance need to be improved. Therefore, the Dairi Regency Education Office should improve the Leadership Style to employees in taking a moment or action. The moment of involvement can be done during routine activity meetings, in the process of involving employees can be included additional incentives to employees so that it will cause satisfaction from employees which will have an impact on employee compliance.
b. In order for researchers to further develop this research by developing a research model by involving conditional variables as moderation variables in order to find out the variables that strengthen or weaken the competence of employees.

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