

THE EFFECT OF DEMOCRATIC LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE WITH PSYCHOLOGICAL EMPOWERMENT AS A MEDIATION VARIABLE IN DP2KBP3A INDRAGIRI HILIR DISTRICT

Amar Maruf¹, Syafrinadina² Bayu Fajar Susanto^{3*} Raudah⁴

^{1, 2, 3, 4}Indragiri Islamic University, Riau, Indonesia

*Corresponding Author: bayufajar14@gmail.com

Abstract: The aim of this research is to determine the influence of democratic leadership style on employee performance, the influence of democratic leadership style on psychological empowerment, the influence of psychological empowerment on employee performance and the influence of democratic leadership style on employee performance through psychological empowerment as mediation at the Population Control Service, Family Planning, Women's Empowerment. And Child Protection, Indragiri Hilir Regency, located at Educational Path Tembilahan Kota-Riau 29212. The type of data in this research consists of qualitative data and quantitative data using descriptive analysis and verification analysis models, where the author uses descriptive analysis to describe the characteristics of respondents and research variables, while the author uses verification analysis to test the research hypothesis. Data collection methods use questionnaires, observation and library research. The statistical method used is Structural Equation Model (SEM) to test research hypotheses using SmartPLS 4.0 software. Based on the research hypothesis test, the results showed that there was a negative influence between democratic leadership style on employee performance. There was a positive influence between democratic leadership style on psychological empowerment. There was a positive influence of psychological empowerment on employee performance. There was a positive influence of democratic leadership style on employee performance through psychological empowerment.

Keywords: Democratic Leadership, Employee Performance, Psychological Empowerment

1. Introduction

Organizations have various resources as 'input' to be converted into 'output' in the form of goods or services. The resources in question include capital or money, technology to support the production process, methods or strategies used in the operation process, humans and so on. Among the various resources, humans or human resources (HR) are the most important part. To plan, manage and control human resources, a managerial tool called human resource management (HR) is needed.

Human resource management (HRM) is one of the areas of general management that includes aspects of planning, organizing, implementing and controlling. The process is found in the fields of production, marketing, finance, and personnel. Because human resources (HR) are considered to have a very important role in the process of achieving company goals, therefore various experiences and research results in the field of HR are collected systematically in what is called human resource management.

The bigger a company, the more employees work in it, so the greater the possibility of problems arising in it, and human problems. These human problems depend on the diversity of the society where the employees come from. The more advanced a society, the more problems arise. The

higher the awareness of employees of their rights, the more problems arise. The more diverse the values held by employees, the more conflicts will develop.

Human resources need to be managed well in order to create a balance between the needs of human resources and the demands and progress of the organization's business. This balance is the main key to success for a company to be able to develop and grow productively and well. The following is the number of employees at the Population Control, Family Planning, Women's Empowerment and Child Protection Service (DP2KBP3A) of Indragiri Hilir Regency.

**Table 1.1 DP2KBP3A Employees of Indragiri Hilir Regency
Based on Formal Education Level**

Employee Status	formal education					Amount
	Strata 3	Strata 2	Bachelor degree	Diploma III	High School	
Civil ApparatusCountry	0	5	19	4	3	31
Honorary staff	0	0	13	0	12	25
Number of Employees						56

Source: DP2KBP3A Indragiri Hilir Regency

Based on the performance report of regional government agencies (Government Agency Performance Report (LKjIP) of the P2KBP3A Service of Inhil Regency in 2022 ori 1.pdf nd) the performance achievements of the Population Control, Family Planning, Women's Empowerment and Child Protection Service (DP2KBP3A) of Indragiri Hilir Regency in 4 performance achievements can be seen in the following tables.

Table 1.3

Performance Achievement of Strategic Target Indicators: Improving Population Quality, Population Control and Family Planning Equality

Indicator Performance	Year 2019			Year 2022		
	Target	Realization	Achievements	Target	Realization	Achievements
Birth Rate Total (TFR)	2.20	2.38	92.44	2.16	2.03	
PercentageUsage Contraception (CPR)	61.90	69.66	88.86	65.80	73.95	
PercentageUsers Long-term contraception (LMP)	0.85	0.85	100	0.90	1.50	
Weight (Average Performance Achievement)			70.87			-

Source: LKJIP DP2KBP3A INHIL 2022

Based on the performance data above, it can be explained that there are three indicators in the achievement of the strategic target indicator performance of improving population quality, population control and family planning equality where two indicators, namely TFR and CPR, are almost on target. This condition shows that the TFR has not been able to be reduced optimally due to various things such as the lack of optimal coordination with related parties in the implementation of the proud Kencana program and also due to various other factors.

Wardani & Amaliah, in the study (Damayanti 2021) Psychological empowerment is related to employee welfare, where employees feel empowered and do not feel pressured by work demands so they can innovate and improve their abilities. According to Tanriverdi (2019), Psychological empowerment is an internal motivation within employees that reflects the employee's orientation towards their role in work. Meanwhile, Spreitzer 1995 in (Damayanti Yustita. 2021) defines psychological empowerment as a psychological state that is manifested in four cognitions: meaning, competence, self-determination and impact.

At this time, the responsibility of leaders is not only limited to providing autonomy to subordinates, but also must check whether subordinates feel psychologically empowered or not. The behavior of leaders who are empowering leadership is expected to be able to increase the level of psychological empowerment of their subordinates.

Research conducted by Gahlawat (2019) and Yilmaz, (2015). supports a significant positive influence of psychological empowerment variables on performance, but Chasanah's (2008) research presents different research results, namely, there is no positive influence between empowerment and employee performance.

Based on the background description above, the problem formulation in this research is as follows:

1. How does democratic leadership style influence employee performance at the Population Control, Family Planning, Women's Empowerment and Child Protection Service (DP2KBP3A) of Indragiri Hilir Regency?
2. How does democratic leadership style influence psychological empowerment at the Population Control, Family Planning, Women's Empowerment and Child Protection Service (DP2KBP3A) of Indragiri Hilir Regency?
3. How does psychological empowerment affect employee performance at the Population Control, Family Planning, Women's Empowerment and Child Protection Service (DP2KBP3A) of Indragiri Hilir Regency?
4. How does democratic leadership style influence employee performance mediated by psychological empowerment of the Population Control, Family Planning, Women's Empowerment and Child Protection Service (DP2KBP3A) of Indragiri Hilir Regency?

2. Literature Review

Human Resource Management

Human resource management (HRM) is a series of organizational activities that are directed at attracting, developing, and retaining an effective workforce. Managers have a big role in directing people in the organization to achieve the expected goals, including thinking about how to have HR management (HR) that is able to work effectively and efficiently. Indeed, the general objective of HR is to be able to provide maximum job satisfaction to the company's

management which is further able to influence the company's value (Company Value) both in the short and long term.

According to Edy Sutrisno (2016) human resource management (HRM) is "the activity of planning, procuring, developing, maintaining, and using human resources to achieve goals both individually and organizationally". Meanwhile, according to Hasibuan (2016) human resource management is "the science and art of managing relationships and roles of workers to effectively and efficiently help realize the goals of the company, employees, and society" in addition Bintoro and Daryanto (2017) stated that "human resource management, abbreviated as HRM, is a science or way of managing relationships and roles of resources (workers) owned by individuals effectively and efficiently and can be used optimally so that the common goals of the company, employees and society are achieved to the maximum"

Performance

According to Mangkunegara in (Rianto and Ocktaliani 2019) performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

According to Susanti in (Djunaedi and Gunawan 2018), employee performance is a description of work results in the form of achieving the implementation of activities obtained by employees both independently and in groups in accordance with regulations, authority and in accordance with ethics and morals.

Definitively, Bernardin & Russel (1993) in (Sulistiyan & Rosidah, 2023) explains that performance is a record of outcomes resulting from certain employee functions or activities carried out during a certain period. The definition of performance here is not intended for individual characteristics but refers to a series of results obtained during a certain period of time.

Leadership Style

Effective and efficient leadership will be realized if it is carried out based on the functions and objectives that have been set. A leader must try to be part of the situation of the group or organization he leads (Northouse, 2018). In realizing the goals and functions of leadership internally, a leadership activity will take place and these activities will be sorted out so that leadership with each pattern will be clearly visible. Leaders as God's creatures who have different characters can determine their own path.

(Rivai and Mulyadi, 2012) defines leadership style as a set of characteristics used to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader.

Democratic Leadership Style

Research on leadership styles is not something new, especially in the field of science related to human resources, therefore many researchers have formulated the concept of leadership styles, one of which is the democratic leadership style.

Munawaroh, 2020 in (Turmono 2020) argues that leaders with democratic leadership are the type of leaders who are active, enthusiastic and directed. Job tasks are given with clear authority and responsibility, and employees have the opportunity to participate actively.

Psychological Empowerment

(Rappaport Seidman, 2020) Empowerment is seen as a process mechanism by which individuals, organizations and communities achieve well-being in life, empowerment is possible including in organizational processes and structures to increase member participation and organizational effectiveness to achieve goals.

Wardani & Amaliah in research (Damayanti 2021). Psychological empowerment is related to employee welfare, where employees feel empowered and do not feel pressured by work demands so they can innovate and improve their abilities.

The framework of thinking in this research is as shown in the following image:

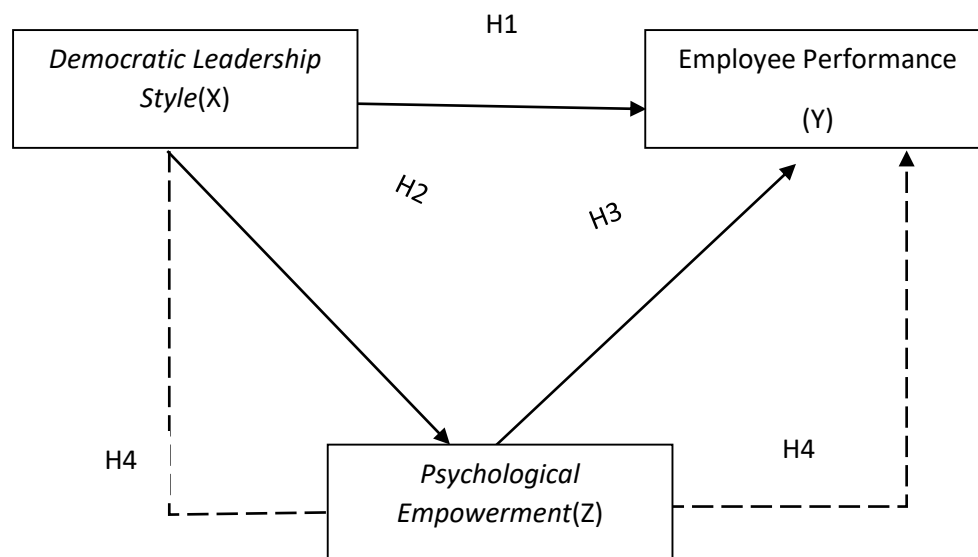


Figure 2.1 Framework

H1 : It is suspected that democratic leadership style has an effect on employee performance.

H2 : It is suspected that democratic leadership style has an influence on psychological empowerment

H3 : It is suspected that psychological empowerment has an effect on employee performance.

H4 : Allegedly democratic leadership style influences employee performance through psychological empowerment

3. Method

Research Design

Researchers use experimental research where researchers will establish the cause and effect relationship of a situation or case in this research study, this is a causal design where people will observe the impact caused by the independent variable on the dependent variable by involving mediating variables.

Research Location

This research was conducted at the Population Control, Family Planning, Women's Empowerment and Child Protection Service (DP2KBP3A) of Indragiri Hilir Regency, located at Jalan Pendidikan Tembilahan - Riau.

Population and Sample**Population**

According to (Handayani, 2020), population is the totality of each element to be studied that has the same characteristics, it can be an individual from a group, an event or something to be studied. The population in this study were 56 employees of the Population Control, Family Planning, Women's Empowerment and Child Protection Service of Indragiri Hilir Regency. The research sample was the entire population taken as a data source. The determination of the number of samples used by the author in this study was by the census method. Sugiyono (2012) said that saturated sampling is a sampling technique when all members of the population are used as samples. Another term for saturated samples is census so that in this study the author used the same number of samples as the population, namely 56 employees of the Population Control, Family Planning, Women's Empowerment and Child Protection Service of Indragiri Hilir Regency.

Data analysis

In this study, the author uses descriptive and verification methods, so the analysis design used is descriptive analysis and verification analysis, where the author uses descriptive analysis to describe the characteristics of respondents and research variables, while the verification analysis is used by the author to test the research hypothesis. The statistical method used is descriptive statistics and uses the Structural Equation Model (SEM) to test the research hypothesis using SmartPLS 4.0 software.

In the PLS SEM model there are two models, namely the outer model or also called the measurement model and the inner model which is called the structural model.

a. Outer Model (Measurement Model)

This model specifically explains the causality or relationship of latent variables, both endogenous and exogenous, with indicators or measurements in existing variables. Testing on the outer model provides value in the validity and reliability analysis. The tests carried out in the outer model are as follows:

1. Convergent validity
2. Average Variance Extracted (AVE)
3. Composite Reliability
4. Cronbach alpha

b. Inner Model (Structural Model)

Testing on the Inner Model (Structural Model) aims to identify and see the relationship between exogenous and endogenous variables in a study. The relationship will answer the purpose of the study, namely testing the hypothesis formulated in a study. The structural model testing is carried out in the following manner:

1. R Square for endogenous variables
2. Path coefficients
3. P-Values
4. Indirect Effect

4. Results and Discussion**Path Diagram**

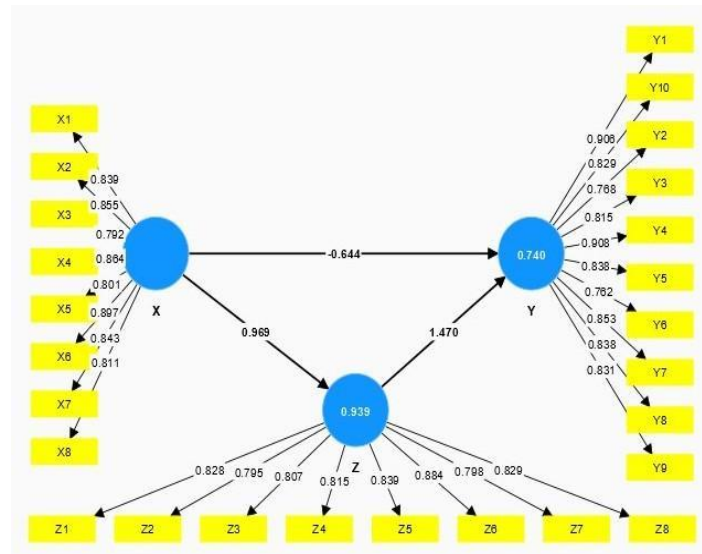


Figure 4.1 Path diagram
Source: Processed primary data (2024)

The value of convergent validity is known through the Loading factor. In this study, adopting the opinion of (Hair, 1998) that an indicator is said to meet the convergent validity test if it has a loading factor above 0.70, after data processing using SmartPLS 4.0 the Loading Factor results are presented in the following table.

Table 4.1
Test Results With Outer Loading

Variables	Indicator	Outer Loading	Information
Democratic Leadership Style (X)	X1	0.839	Valid
	X2	0.855	Valid
	X3	0.792	Valid
	X4	0.864	Valid
	X5	0.801	Valid
	X6	0.897	Valid
	X7	0.843	Valid
	X8	0.811	Valid
Employee Performance (Y)	Y1	0.906	Valid
	Y2	0.728	Valid
	Y3	0.815	Valid
	Y4	0.908	Valid
	Y5	0.838	Valid
	Y6	0.762	Valid
	Y7	0.853	Valid
	Y8	0.838	Valid

Variables	Indicator	Outer Loading	Information
<i>Psychological Empowerment (Z)</i>	Y9	0.831	Valid
	Y10	0.829	Valid
	Z1	0.828	Valid
	Z2	0.795	Valid
	Z3	0.807	Valid
	Z4	0.815	Valid
	Z5	0.839	Valid
	Z6	0.884	Valid
	Z7	0.798	Valid
	Z8	0.829	Valid

Source: Processed primary data (2024)

The testing criteria state that if Cronbach Alpha and Composite Reliability are worth more than 0.7 then the construct is declared reliable. The results of the Cronbach Alpha and Composite Reliability calculations are presented in the following table.

Table 4.3
Cronbach Alpha and Composite Reliability Test Results

Variables	Cronbach's alpha	Composite Reliability
Democratic leadership style (X)	0.941	0.950
Employee performance (Y)	0.953	0.959
Psychological empowerment (Z)	0.933	0.944

Table 4.4 Results of Determination Test

Variables	R-Square
Employee Performance (Y)	0.730
Psychological Empowerment (Z)	0.938

Source: Processed primary data (2024)

Based on the R-square value in table 4.4 above, it shows that democratic leadership style and psychological empowerment are able to explain the employee performance construct variable by 73.0%, which is strong and the remaining 27.0% is explained by other constructs outside this study. Then democratic leadership style and employee performance are able to explain the employee performance construct variable construct psychological empowerment of 93.8% has a strong meaning and the remaining 6.2% is explained by other constructs outside this study. Furthermore, the results of partial significance testing can be seen in the following table:

Table 4.5
Partial Significance Test Results

Exogenous	Endogen	Path Coefficient	TStatistic	P Values
Democratic leadership style	Employee performance	-0.644	1,962	0.050
Democratic leadership style	Psychological empowerment	0.969	129,097	0.00
Psychological empowerment	Employee performance	1,470	4.169	0.00

Source: Processed primary data (2024)

In accordance with the hypothesis proposed in this study, the results of the significance test in the table above show that:

1. The relationship between the Democratic leadership style variable and the employee performance variable shows that the t-statistic value is $1.962 \geq t\text{-table } 1.673$ and has a path coefficient value of -0.644 with P values of $0.050 = 0.05$. This proves that partially there is no relationship between Democratic leadership style and employee performance.
2. Furthermore, the relationship between the Democratic leadership style variable and the Psychological empowerment variable shows that the t-statistic value is $129.097 \geq t\text{-table } 1.673$ and has a path coefficient value of 0.909 with P values of $0.00 \leq 0.05$. This proves that there is a partial relationship between Democratic leadership style and Psychological empowerment.
3. Then, between the Psychological empowerment variable and the employee performance variable, it shows that the t-statistic value is $4.169 \geq t\text{-table } 1.673$ and has a path coefficient value of 1.470 with P values of $0.00 \leq 0.05$. This proves that there is a partial relationship between Psychological empowerment and employee performance.

Simultaneous mediation hypothesis testing is used to see the influence of exogenous variables on endogenous variables through intervening variables. To see whether a hypothesis can be accepted or rejected by paying attention to the significance value between constructs or Path Coefficient and P-Values with a significance level of p-values ≤ 0.05 (5%) and a positive beta coefficient. The results of simultaneous mediation testing can be seen in the following table;

Table 4.6
Simultaneous Significance Test Results

Exogenous	Intervening	Endogen	Path Coefficient	TStatistic	P Values
Democratic leadership style	Psychological empowerment	Employee performance	1.425	4,541	0.000

Source: Processed primary data (2024)

In accordance with the hypothesis proposed in this study, then based on the results of the significance test in the table above, it shows that the relationship between the Democratic leadership style variable and the Employee performance variable mediated by the Psychological empowerment variable has a t-statistic value of $4.541 \geq t\text{-table } 1.673$ with a path coefficient value of 1.425 and a P value of 0.00 or $\leq$ of 0.05, this proves that simultaneously there is a relationship between Democratic leadership style and employee performance through Psychological empowerment.

Exogenous variables that have a strong or dominant influence on endogenous variables can be identified through the highest path coefficient value, which is presented in the following table:

Table 4.7
Dominant Influence

Exogenous	Intervening	Endogen	Path Coefficient t
Democratic leadership style		Employee performance	-0.644
Democratic leadership style		Psychological empowerment	0.969
Psychological empowerment		Employee performance	1,470
Democratic leadership style	Psychological empowerment	Employee performance	1.425

Source: Processed primary data (2024)

The variable that has a total coefficient or Path Coefficient on the Democratic leadership style variable on employee performance with Psychological empowerment as a mediating variable is the Democratic leadership style variable on Psychological empowerment with a Coefficient value of 0.969, thus the Democratic leadership style variable and the Psychological empowerment variable have the most dominant influence on all variables in this study.

Democratic leadership style has a negative effect on employee performance, as evidenced by the t-statistic value of $1.962 \geq t\text{-table } 1.673$ and the path coefficient -0.644 (P values 0.050). These results are in line with Lian's (2023) research but contradict the findings of Jumarni (2018). This shows that not all agencies are suitable for democratic leadership because it can slow down decision-making and potentially cause conflict. Democratic leadership style has a positive effect on psychological empowerment with a t-statistic of 129.097 and a path coefficient of 0.909 (P values 0.00). This is in line with the research of Khumaira and Muhid (2022) which found that democratic leadership can increase employee psychological empowerment. Psychological empowerment has a positive effect on employee performance (t-statistic 4.169, path coefficient 1.470, P values 0.00). These results are consistent with Suryani's (2018) research and Spreitzer's (1995) theory which states that work comfort and awareness of the impact of work can improve performance. Simultaneously, democratic leadership style has a positive effect on employee performance through psychological empowerment mediation (t-statistic 4.541, path coefficient 1.425, P values 0.00). This shows that democratic leadership can improve employee performance when mediated by psychological empowerment that makes employees feel meaningful in their work.

5. Conclusions

- a. There is a negative influence between democratic leadership style and employee performance at DP2KBP3A Indragiri Hilir Regency
- b. There is a strong influence between democratic leadership style and psychological empowerment at DP2KBP3A Indragiri Hilir Regency
- c. There is an influence of psychological empowerment on employee performance at DP2KBP3A Indragiri Hilir Regency
- d. There is an influence of democratic leadership style on employee performance through psychological empowerment at DP2KBP3A Indragiri Hilir Regency.

Suggestion

From the conclusions in this study, the suggestions that can be given by the author in improving employee performance at the Population Control, Family Planning, Women's Empowerment and Child Protection Service of Indragiri Hilir Regency are as follows:

1. Leaders can pay attention to and reconsider the leadership style used in both vertical and horizontal relationships, because the success of employee performance is one of the elements in improving agency performance, in this case the choice that is considered appropriate is the Bureaucratic Leadership Style.
2. Psychological empowerment or psychological empowerment as a process mechanism where individuals have the opportunity to innovate and develop with their abilities, for that leaders/agencies can give trust and responsibility to employees with a sense of confidence that they are able to complete it so that when employees feel empowered and do not feel pressured by work demands so they can innovate and improve their abilities and will have an impact on improving employee and agency performance.
3. The results of this study are expected to be used as comparative material and reference for subsequent researchers, in addition, it is also expected to be able to deepen similar research because the results of this study show that there are other variables that influence employee performance outside the variables studied in this study.

Acknowledgements

The authors would like to express their sincere gratitude to the colleagues who have provided assistance and encouragement throughout this research process. The support and constructive suggestions from all colleagues are invaluable and have contributed significantly to the completion of this paper. In addition, the author is also grateful to those who have provided the necessary data and information, as well as to the family who always provide encouragement and motivation. Hopefully this collaboration can continue in the future.

References

- Ariesta, C. (2020). "... Democratic Leadership Style And Organizational Culture On Employee Performance With Job Satisfaction Mediation (Empirical Study On" <http://eprintslib.ummgl.ac.id/2251/>.
- Arthawan, Kadek Juli, and Ni Wayan Mujiati. (2017). "The Influence of Transformational Leadership Style and Job Satisfaction on Employee Performance at LPD Kesiman in Denpasar." *E-Journal of Management UNUD* 6(3): 1221–47.

- Damayanti, Yustita. (2021). "The Effect of Empowering Leadership on Teacher Performance with Psychological Empowerment as a Mediating Variable." *Journal of Management Science* 9(3): 907–19.
- Djunaedi, Rosiana Natalia, and Dan Lenny Gunawan. (2018). 3 PERFORMANCE: Journal of Management and Business Start-Up THE EFFECT OF DEMOCRATIC LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE.
- Dwindra, Regina Nur Annisa. (2018). "The Influence of Democratic Leadership Style and Organizational Culture on the Performance of Employees of the Pratama Kedaton Bandar Lampung Tax Service Office (Kpp)." : 16–20.
- Furadantin, Natalia Ririn. (2018). "Data Analysis Using SmartPLS v.3.2.7 2018 Application." *Academia* (Accelerating the world's research): 2. https://scholar.google.com/scholar?q=related:2uQwPffimx4J:scholar.google.com/&scioq=data+analysis+using+smartPLS&hl=id&as_sdt=0,5.
- Iii, CHAPTER, and Research Methods. (2018). "Student's Union International Business Management." : 1–5.
- Khumaira, Lubbi Atika, and Abdul Muhid. (2022). "The Effect of Democratic Leadership Style on Employee Psychological Empowerment: Literature Review." *DIALEKTIKA: Journal of Economics and Social Sciences* 7(1): 21–31.
- "Government Agency Performance Report (LKjIP) of the P2KBP3A Service of Inhil Regency in (2022) ori 1.pdf." <https://www.ncbi.nlm.nih.gov/books/NBK558907/>.
- Mattayang, Besse. (2019). "Leadership Types and Styles: A Review Theoretical." *JEMMA | Journal of Economics, Management and Accounting* 2(2): 45.
- Nazmudin, Muhammad Iqballullah. (2020). "Analysis of the Influence of M-banking Quality on Customer Satisfaction, Case Study of Woori Saudara Bank." : 22–33.
- Ningtyas, MN. (2014). "Application of the Gross Profit Method to." *Research Methods*: 32–41.
- Putra, Bobby Eka, and Sry Rosita. (2023). "Through Work Motivation as Mediation." *Journal of Applied Management and Finance (Mankeu)*. 12(01): 65–77.
- Rahmatika, Arivatunimati, and Himah Firari. (2023). "The Role of Psychological Empowerment to Improve Employee Performance at KH. A. Wahab Hasbullah University." *Rizquna* 01: 17–26.
- Rianto, Dedi, and Claudia Ocktaliani. (2019). "Career Development And Work Discipline On Employee Performance Through Job Satisfaction As An Intervening Variable At Pt Xyz ' Abstract that is in accordance with the conditions in the field. Based on the description, the researcher is interested." 4(2): 113–29.
- Ribeiro, Natacha et al. (2014)." *Revista CENIC. Ciencias Biológicas* 17(3): 1–26. file:///Users/andreataquez/Downloads/guia-plan-de-mejora-institucional.pdf%0Ahttp://salud.tabasco.gob.mx/content/revista%0Ahttp://www.revistaalad.com/pdfs/Guias_ALAD_11_Nov_2013.pdf%0Ahttp://dx.doi.org/10.15446/revfacmed.v66n3.60060.%0Ahttp://www.cenetec.
- Supandi, Supandi. (2023). "The Influence of Democratic Leadership Style and Individual Characteristics on Employee Performance Through Work Motivation as a Mediator at the Population and Civil Registration Service in Muaro Jambi Regency." *J-MAS (Journal of Management and Science)* 8(1): 788.

- Turmono. (2020). "The Influence of Democratic Leadership Style on Employee Performance." *Journal of Technology and Business* 2(2): 186–93.
- Wahid, Nur, Jumarni Jumarni, and Alyas Alyas. (2019). "The Influence of Democratic Leadership on Employee Performance at the Sinjai Regency Education Office." *Journal of Political Science and Government* 5(1): 18–21