



## **Influence of Work Motivation, Work Environment, and Leadership Style on Employee Job Satisfaction at the Paser District Environmental Service**

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### **Abstract**

The aim of this research is to analyze the influence of work motivation, work environment and leadership style on employee job satisfaction at the Paser Regency Environmental Service. The design in this research is quantitative descriptive research. The research population was all employees at the Paser Regency Environmental Service, totaling 156 people. The sampling technique in this research used a purposive sampling technique. The sample chosen for this research was all 82 employees with State Civil Apparatus status. In this research, the research instrument used was a questionnaire. The results of data analysis explain that the influence of the work motivation variable on the job satisfaction variable is 0.183, the influence of the work environment variable on the job satisfaction variable is 0.434, and the influence of the leadership style variable on the job satisfaction variable is 0.331. This shows that work motivation, work environment and leadership style have a positive and significant effect on employee job satisfaction. It is hoped that leaders can pay attention to employee incentives, make improvements to existing buildings, and build active communication with employees.

**Keywords:** Work Motivation, Work Environment, Leadership Style, Job Satisfaction

### **Introduction**

The quality of an organization really depends on the quality of its members. One of the importance of human resource management is ensuring that an organization has good employees. Recruiting and retaining quality employees is critical to organizational success.

The problem of human resources in government is something that deserves attention. In fact, human resources are one of the causes of low government performance (Rahmadania, 2020). Therefore, it can be said that without the support of good human resources in carrying out their work, the company's success cannot be achieved.

## ***Influence of Work Motivation, Work Environment, and Leadership Style on Employee Job Satisfaction at the Paser District Environmental Service***

Robbins and Judge (2015) stated that job satisfaction can be measured using five indicators, namely: 1) satisfaction with job promotion, 2) satisfaction with colleagues, 3) satisfaction with salary, 4) job satisfaction with age itself, 5) satisfaction towards employees. superior character.

Based on data from the Paser District Environmental Service, it shows that from 2005 to 2022, many temporary workers who served for many years were appointed as Civil Servants (PNS), which shows that there are problems with internal promotion. staff. Paser Regency Environmental Service.

Motivation is the process of internal and external forces that motivate employees to choose an action and lead to a particular action. Meanwhile, job satisfaction is a general attitude towards a person's work which shows the difference between the wages workers receive and the amount they think they should receive. The relationship between the two can be very influential, as can be seen from the satisfaction of employees who are responsible for their work when they are motivated without always focusing on their performance (Rivaldo, 2020).

Robbins (1996:208) states that one of the determining factors for job satisfaction is a good work environment. A good living environment is a good working environment. Employees need a good workplace, not only for comfort but also to support their work. This can create a sense of satisfaction in employees because there are many good things at work.

Robbins (1996:208) states that one of the determining factors for job satisfaction is a good work environment. A good living environment is a good working environment. Employees need a good workplace, not only for comfort but also to support their work. This can create employee satisfaction because there are many factors that support their work.

Vahera (2021) provides a scientific contribution in the form of identifying the influence of leadership style, motivation and work environment simultaneously or together which have a significant influence on employee job satisfaction. Munandar's book (2019) confirms these findings, saying that research findings show that leadership, internal motivation, and the work environment simultaneously or simultaneously influence job satisfaction.

### **Literature Review**

#### **Human Resource Management**

In everyday terms, Human Resources is better known as an integral part of a system that forms an organization. Therefore, the existence of Human Resources is the main key that determines the fate of human life itself, especially when they are in an organization or institution. They become the driving engine in managing and carrying out all forms of activities that support the progress of the organization. Even today, the position of humans in an organization is not only as a resource but also as a major asset that has value that can be developed for progress. This is where the term Human Capital emerged. Humans are the main capital that determines survival, because they have knowledge, skills and experience (Syuaib, 2016:3).

#### **Work motivation**

Motivation is important because motivation supports behavior people are willing to work hard and enthusiastically in achieving optimal things. Motivation as encouragement is an important factor in carrying out work optimally. If each job can be carried out optimally, then employee performance can be realized in accordance with organizational goals. Without motivation, an employee feels reluctant to carry out a job well. Employee performance will be achieved if there is self-will and encouragement from other parties. According to Hasibuan in (Sutrisno, 2017) "Found that motivation is a stimulus to desire and the driving force of a person's willingness to work because each motive has a certain goal to be achieved."

### **Work environment**

The work environment is a very important component when employees carry out work activities. By paying attention to a good work environment or creating working conditions that can provide motivation to work, it will have an influence on employee enthusiasm or enthusiasm for work. A conducive work environment provides a sense of security and allows employees to work optimally. According to Subaris Haryono (2018: 116) the work environment is an inseparable part of the type and location of work where individual employees are located and carry out their activities.

### **Leadership Style**

Leadership in an organization cannot be separated from the role of a leader. Every leader has their own style of leadership. Leadership is the ability, process and art of influencing other people or groups of people to have the will to achieve organizational goals (Badeni, 2014: 126). Different from other definitions, leadership can be interpreted as a person's ability to move, direct and influence the mindset, way of working of each member so that they act independently in their work, especially in making decisions for the sake of accelerating the achievement of predetermined goals (Wahyudi, 2017: 119)

### **Job satisfaction**

According to Edy Sutrisno (2019) job satisfaction is an employee's attitude towards work which is related to the work situation, cooperation between employees, rewards received at work, and matters involving physical and psychological factors. According to Wibowo (2016) Everyone who works hopes to get satisfaction from their place of work. Job satisfaction will affect productivity which managers really hope for. For this reason, managers need to understand what must be done to create employee job satisfaction.

### **Research Method**

## ***Influence of Work Motivation, Work Environment, and Leadership Style on Employee Job Satisfaction at the Paser District Environmental Service***

The design in this research is quantitative descriptive research. The research population was all employees at the Paser Regency Environmental Service, totaling 156 people. The sampling technique in this research used a purposive sampling technique. The sample chosen for this research was all 81 employees with State Civil Apparatus status. In this research, the research instrument used was a questionnaire. Data analysis was carried out using multiple regression analysis with the help of SPSS Version 21 software.

### **Discussion**

#### **The Influence of Work Motivation on Job Satisfaction**

From the results of data analysis, it was found that the influence of the work motivation variable on the job satisfaction variable was  $0.015 < 0.05$  and the calculated t value was  $2.483 > t \text{ table } 1.99085$ , which means that there is a positive and significant influence of work motivation on employee job satisfaction. The magnitude of the influence of the work motivation variable on the job satisfaction variable is 0.183. According to Herzberg, (2008), motivation is one of the factors of job satisfaction. Therefore, employee motivation is very important because motivation is a determining factor that can make employees interested in their work. Even though the problem of motivation is not an easy problem, with good motivation employees will be motivated to try their best in carrying out their work in order to achieve the goals and objectives they desire.

With high motivation at work, user service satisfaction can be increased. Because most workers seek performance-related factors, such as the need for status or power, they will feel that performing well and competing with other workers will give them better results. So that employees are motivated to take action to achieve these expectations. By fulfilling these expectations, their desires, needs and satisfaction are fulfilled.

At the Paser Regency Environmental Service, the work motivation of most employees is still lacking, this is because most employees feel that the salary they get is not able to meet their living needs, especially those who have several children and they have to send them to school, the salary in question in this case, activity honorarium and allowances are included. Apart from that, the facilities that can support work are considered to be inadequate because equipment is not updated, each employee is busy with their respective duties and functions, making it difficult to help each other and collaborate. Furthermore, another factor is that there is no appreciation for every performance achievement obtained by employees when completing the given work targets, so this affects employee job satisfaction.

The results of this research are in line with research conducted by Ni Kadek Eni Juniari, et al (2015) that work motivation has an effect on job satisfaction by 32%.

#### **The Influence of the Work Environment on Job Satisfaction**

From the results of data analysis, it was found that the influence of work environment variables on the job satisfaction variable was  $0.002 < 0.05$  and the calculated t value was  $3.206 > t \text{ table } 1.99085$ . The magnitude of the influence of work environment variables on the job satisfaction variable is 0.434.

The work environment plays an important role in creating and increasing employee satisfaction. Satisfied employees will be loyal to the organization, so they can carry out their duties and responsibilities well. Job satisfaction comes from working conditions in the organization. Job satisfaction reflects an employee's feelings about whether he is happy or not, comfortable or uncomfortable with the work environment of the organization where he works. The type of employee job satisfaction will be seen from the positive or negative attitude of the employee. Employee job satisfaction is dynamic, meaning it can change at any time. At a certain point, employees may experience dissatisfaction, but if it is corrected through organizational guidance, employees will feel satisfied. Therefore, organizations must be able to innovate to create a good workplace for employees (Ade Irma, 2020).

At the Paser Regency Environmental Service, the work environment is not good enough, the building is an old building and not large enough so that employees have less room to move freely. A narrow space means that the equipment in the room cannot be arranged properly and also makes air circulation poor. In terms of work processes that require technology, employees who don't understand technology because of lack of training make the work process less than optimal. In addition to changing leadership, after the change occurs, work policies also change automatically and requiring employees to adapt as quickly as possible becomes a burden in itself, so that these things affect employee job satisfaction, making them less satisfied.

The results of this research are in line with research conducted by Ratnasari (2017), proving that the work environment has a significant influence on employee job satisfaction when working in an organization. The better the work environment around the employee, the higher the employee's job satisfaction at work.

### **The Influence of Leadership Style on Job Satisfaction**

From the results of data analysis, it was found that the influence of the leadership style variable on the job satisfaction variable was  $0.019 < 0.05$  and the calculated t value was  $2.388 > t \text{ table } 1.99085$ . The magnitude of the influence of the Leadership Style variable on the job satisfaction variable is 0.331.

Leader behavior is the most important thing influencing job satisfaction. According to Miller (1991), leadership style has a positive relationship with employee job satisfaction. Gruenberg's (1980) research results revealed that closeness and mutual cooperation with colleagues and superiors is very important and has a strong relationship with job satisfaction and is not related to working conditions and work style.

One of the factors that causes job dissatisfaction is the nature of supervisors who do not want to hear workers' complaints and views and are willing to help if needed Pinder, (1984). This is in line with Blakely (1993) where workers who receive awards from supervisors that are higher than their own assessment will be more satisfied, but supervision that is too strict will cause a low level of satisfaction.

At the Paser Regency Environmental Service, the leadership style adopted by the leadership is still considered not good, this is because the leadership in making decisions is sometimes not appropriate according to the existing conditions. Leaders pay less attention to their subordinates, rarely provide direction and tend to find it difficult to communicate with them because they are busy. This busyness also affects the level of supervision of leaders towards subordinates, leaders rarely participate in activities carried out by subordinates and

## ***Influence of Work Motivation, Work Environment, and Leadership Style on Employee Job Satisfaction at the Paser District Environmental Service***

find it difficult to manage their subordinates so that this affects employee job satisfaction which makes employee job satisfaction low.

This research is in line with research conducted by Safitri et al. (2014), Arzi et al (2014), and Machumu et al (2014). The high level of leadership applied by the leadership results in high employee job satisfaction, because employees feel motivated and involved in decision making and can establish good relationships with their superiors. On the other hand, if the governance system implemented is poor, employee job satisfaction will decrease.

### **The Influence of Motivation, Work Environment and Leadership Style on Job Satisfaction**

The results of the F test for the independent variable obtained an F value = 46.865 with a P value = 0.000. By using the significant limit  $\alpha = 0.05$ , the Ftable is 2.72 which is obtained from the Ftable (95%; 4-1: 82-3-1). It can be seen that Fcount (46.865) > (2.72) Ftable or Pvalue (0.000) < (0.05). Thus, together the Work Motivation variable (X1), the Work Environment variable (X2), and the Leadership Style variable (X3) influence the Job Satisfaction variable (Y). Many factors influence job satisfaction. According to Sujati (2018), job satisfaction is influenced by the leadership style applied, environmental conditions around where employees work, and encouragement/motivation given to increase job satisfaction.

The results of this research show that motivation, work environment and leadership style influence employee job satisfaction with a contribution of 62.9%. This research is in line with research conducted by Rizki Agung Perdana et al (2022) that work motivation, work environment and leadership style have a positive and significant effect on employee job satisfaction.

### **Conclusion**

Work motivation has a significant effect on employee job satisfaction. The higher the work motivation an employee has, the greater the employee's job satisfaction will be. Likewise, if employee work motivation is low, then employee job satisfaction will also be low. At the Paser Regency Environmental Service, employee work motivation is still relatively low, so employees feel less satisfied with the results of their work.

The work environment has a significant effect on employee job satisfaction. The better the work environment around employees, the more satisfied employees will be with their work. Likewise, if the work environment around employees is not good, then employee job satisfaction will also be lower. At the Paser Regency Environmental Service, the work environment is still not good so employees feel dissatisfied with the results of their work.

Leadership style has a significant effect on employee job satisfaction. The better the leadership style adopted by the leader, the more satisfied the employees will be with their work. Likewise, if the leadership style adopted by the leader is not good, then employee job satisfaction will also be lower. At the Paser Regency Environmental Service, the leadership style adopted by the leadership is still lacking, so this makes employees feel less satisfied with their work.

Work motivation, work environment and leadership style have a significant effect on job satisfaction. The higher the work motivation, the better the work environment, the better the leader's leadership style, the more employees will feel satisfied with their work. Vice versa, if

employee work motivation is low, the work environment is poor and the leadership style is poor, then employee job satisfaction will also be lower. At the Paser Regency Environmental Service, work motivation is still relatively low, the work environment is not good and the leadership style is still lacking so that employee job satisfaction at this agency is still relatively low.

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***Influence of Work Motivation, Work Environment, and Leadership Style on Employee Job Satisfaction at the Paser District Environmental Service***

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