

THE EFFECT OF LEADERSHIP STYLE, WORK ENVIRONMENT, WORK MOTIVATION AND JOB SATISFACTION ON THE PERFORMANCE OF PAUH CAMAT OFFICE EMPLOYEES PADANG CITY

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ABSTRACT

This study aims to see the effect of (1) Leadership Style on the performance of the Pauh Sub-District Office of Padang City. (2) The work environment on the performance of the Pauh Sub-District Office of Padang City. (3) Work motivation on the performance of the Pauh Sub-District Office employees, Padang City. (4) Job satisfaction on the performance of the Pauh Sub-District Office of Padang City (5) Job satisfaction, work environment, work motivation and job satisfaction have a combined effect on the performance of the Pauh Sub-District Office of Padang City. The population in this study is all there are 70 employees of the Pauh Subdistrict Office of Padang City. Techniques for determining the number of samples taken as respondents with this technique in sampling using the total sampling technique (whole sample). Total sampling is a sampling technique where the number of samples is the same as the population (Sugiyono, 2017). The reason for taking total sampling is because according to (Sugiyono, 2017) the total population is less than 100, and the entire population is used as a research sample. This study shows that (1) Leadership style provide a positive influence on the performance of the Pauh District Office of Padang City employees. (2) Work environment provides a positive influence on the performance of the Pauh District Office of Padang City employees. (3) Work motivation provides a positive influence on the performance of the Pauh District Office of Padang City employees. (4) Job satisfaction provides a positive influence on the performance of the Pauh District Office of Padang City (5) Leadership style, work environment, work motivation, and job satisfaction jointly have a positive effect on the performance of the Pauh District Office employees of Padang City.

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1. INTRODUCTION

Human resources have an important and strategic role in achieving organizational goals in the government environment, this is because humans become planners, actors, and determinants of the realization of the organization's goals even though infrastructure and other resources are sufficient. Therefore, in order for the implementation of organizational tasks in the government environment to run effectively, efficiently and optimally, it is required the development of planned and sustainable human resources so that they will get competent, professional human resources and can have high quality performance by the demands of the organization.

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In order to achieve the goals of an organization in the environment, good employee performance is needed. A performance can be said to be good if in doing a job it gets results that are by the objectives, both in quality, quantity and time by predetermined targets. This is in line with the opinion according to the theory that performance results from work in quality and quantity achieved by employees in carrying out their duties by the responsibilities given to them.

District Head Office Pauh District Head Office Padang is an element of local government organizers whose function is to coordinate, and implement the formulation of city government policies, prepare information regarding the Camat Office area as material for formulating City Government policies, Delegate some of the authority of the Mayor, Foster state ideology and national unity, implement empowerment community, implementation of general government tasks, implementation of operational coordination of technical implementing units of the Service, Agency, Office, Administration of Government Administration, Management of Apparatus Resources, Finance, Infrastructure. The Camat Office is a regional apparatus with a working area led by the Camat who is under and responsible to the Mayor through the Regional Secretary.

Table 1 Average Performance Value of Pauh Sub-District Office Employees, Padang City

No	Respondent	Average Performance Value Per Individual	
		2019	2020
1	Respondent 1	77.40	76.56
2	Respondent 2	76.25	78.40
3	Respondent 3	78.04	77.65
4	Respondent 4	68.41	66.28
5	Respondent 5	68.41	70.24
6	Respondent 6	75.25	73.46
7	Respondent 7	78.21	80.62
8	Respondent 8	80.30	76.27
9	Respondent 9	72.40	73.21
10	Respondent 10	79.20	77.61
Average		75.39	75.03

Source: Administration of the Pauh Sub-District Office of Padang City

However, for the last 2 years there has been a decline in the performance of employees in the agency. Table 1 shows the performance achievements of the programs/activities carried out by the Pauh District Office of Padang City employees for the period 2019 to 2020. Based on the data in table 1.1 above, it can be seen that the performance of Pauh sub-district office employees in Padang City from 2019 to 2020 has decreased. Average performance Pauh sub-district office employee, Padang City In 2020 it reached 75.03%, down from the previous year which reached 75.39. Low performance This employee results in difficulty achieving the vision and mission of the Pauh District Office of Padang City.

The low performance of employees is thought to be caused by leadership, work environment, work motivation and job satisfaction. This is also the opinion expressed by the theory which states that several factors that can affect organizational performance are discipline, work environment, motivation, job satisfaction, compensation, leadership, job satisfaction and organizational commitment.

Leadership is the main key in management, which plays an important and strategic role in a company's survival. The theory explains that leadership is the process of influencing or

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setting an example to followers through communication to achieve organizational goals. Every leader is obliged to give serious attention to fostering, mobilizing and directing all potential employees in their environment to realize the volume and workload directed at the goal. Leaders need serious coaching to employees in their environment to increase job satisfaction, work motivation and high performance.

Leadership style is a way used by a leader to influence the behavior of others. Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others. Each of these styles has advantages and disadvantages. A leader will use a leadership style according to his abilities and personality.

The results of the pre-survey related to leadership style at the Pauh District Office of Padang City are shown in Table 2. In the table, it can be seen that many employees of the Pauh District Office of Padang City answered that they did not agree. As statement 1 "Your leader provides a good example for success and the achievement of the goals of the agency" 55% answered that they did not agree. Likewise, statements 2 and 3 answered that they disagreed as much as 55% and 60%. This condition means that the leadership style is unsuitable for the Pauh District Office employees of Padang City.

Table 2 Pre-survey on Leadership Style at the Pauh Sub-District Head Office, Padang City

No	Statement Material	Agree	Doubtful	Do not agree	Total
1	Your leader provides a good example of the success and achievement of the goals of the institution.	35%	10%	55%	100%
2	Leaders facilitate you in your work.	35%	15%	55%	100%
3	Your leadership expects to be given full time to work.	25%	15%	60%	100%

Source: Pre-survey (data processed by the author, 2022).

Another factor that also affects employee performance is the work environment. The organization as the parent company must provide a comfortable and conducive work environment that can provoke employees to work productively. A comfortable work environment will provide satisfaction to employees for the work done and give a deep impression to employees who in the end employees will have good performance and of course can improve their performance.

The results of the pre-survey related to the work environment at the Pauh District Office of Padang City are shown in Table 3. In the table, it can be seen that many employees of the Pauh District Office of Padang City answered that they did not agree. As statement 1 "I feel comfortable with the coloring of the room in my office" 65% answered disagree. Likewise statements 2 and 3 answered that they disagreed as much as 60% and 50%. This condition means that the work environment is problematic for the employees of the Pauh District Office of Padang City.

Table 3 Pre-survey on the work environment at the Pauh sub-district office in Padang

No	Statement Material	Agree	Doubtful	Do not agree	Total
1	I feel comfortable coloring the room in my office.	25%	10%	65%	100%
2	I always keep my current work environment clean.	30%	15%	60%	100%

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Safety conditions in the work environment (agencies) are a top priority for me. 25% 25% 50% 100%

Source: Pre-survey (data processed by the author, 2022).

Work motivation can also affect performance as expressed by the theory of work motivation can certainly affect performance, although it is not the only factor that shapes performance. Work motivation is a process of intensity, direction, and individual persistence toward achieving goals. In improving employee performance, the work motivation factor from superiors is very important. Motivation is a driving force for someone to carry out activities to get the best results. The results of the pre-survey related to work motivation at the Pauh District Office of Padang City are shown in Table 4. In the table, it can be seen that many employees of the Pauh District Office of Padang City answered that they did not agree. As statement 1 "Superiors give awards to subordinates who can work and are dedicated well/highly" 50% answered disagree. Likewise, statements 2 and 3 answered that they disagreed as much as 45% and 50%. This condition means that the work motivation of the Pauh District Office of Padang City employees is still low.

Table 4 Pre-survey on Work Motivation at the Pauh Sub-District Head Office, Padang City

No	Statement Material	Agree	Doubtful	Do not agree	Total
1	Superiors give awards to subordinates who can work and are dedicated/highly dedicated.	30%	20%	50%	100%
2	The boss has never reprimanded him with harsh/emotional words.	35%	20%	45%	100%
3	I can socialize well with co-workers in the work environment.	20%	30%	50%	100%

Source: Pre-survey (data processed by the author, 2022).

Job satisfaction is also one of the factors that can affect performance. The theory clearly illustrates the reciprocal relationship between job satisfaction and performance. On the one hand, it is said that job satisfaction causes an increase in performance so that satisfied workers will be more productive. Job satisfaction also shows the match between one's expectations that arise and the rewards provided by the job. This is in line with the opinion of the theory, which reveals that job satisfaction is a general attitude towards one's work, which shows the difference between the number of awards received by workers and the amount they believe they should receive.

The results of the pre-survey related to job satisfaction at the Pauh District Office of Padang City are shown in Table 5. In the table, it can be seen that many employees of the Pauh District Office of Padang City answered that they did not agree. In statement 1 "I feel satisfied when the agency provides a high salary" 50% disagreed. Likewise, statements 2 and 3 answered that they disagreed as much as 50% and 45%. This condition means that the job satisfaction of the Pauh Subdistrict Office of Padang City employees is still low.

Table 5 Pre-survey on Job Satisfaction at the Pauh Sub-District Head Office, Padang City

No	Statement Material	Agree	Doubtful	Do not agree	Total
1	I feel satisfied when the agency provides a high salary.	35%	20%	45%	100%

2	A high salary can increase your morale	30%	20%	50%	100%
3	The agency has placed employees according to their skills	25%	30%	45%	100%

Source: Pre-survey (data processed by the author, 2022).

Previous research related to employee performance has been carried out, including research conducted by previous researchers, and concludes that the work environment has a significant influence on employee performance. Then, further researchers found that the work environment significantly influences employee performance. Tori concludes that motivation has a significant influence on employee performance. Not different from the results of a research according to other studies in his research also get the results that motivation has a significant influence on employee performance.

Therefore, based on the phenomenon that the researcher has described above, regarding the problems of leadership style, motivation and job satisfaction, the researcher is interested in conducting further research on the performance of the Pauh Subdistrict Office of Padang City, by identifying and examining various factors that affect employee performance entitled "The Influence of Leadership Style, Work Environment, Work Motivation and Job Satisfaction on the Performance of Pauh Sub-District Office Employees, Padang City."

2. METHOD

The population in this study were the employees of the Pauh District Office of Padang City as many as 65 people. A research sample is a limited number and part of the population selected and representative population (Muri, 2015). Meanwhile, according to Sugiyono, (2017) The sample is part of the number and characteristics possessed by the population and what is learned from the sample, the conclusions can be applied to the population. However, because the sample used is the entire population, the sample in this study is the same as the population, namely all 65 employees of the Pauh District Office of Padang City.

The technique taking this sample uses a total sampling technique (whole sample), *total sampling* is a sampling technique where the number of samples is equal to the population Sugiyono, (2017). The reason for taking total sampling is because according to Sugiyono, (2017) the number of populations that are less than 100 the entire population is used as a research sample. Hypothesis testing in this study used multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the influencing and affected variables. With multiple regression equation models as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Where:

- Y = Performance
- a = Intercept Constant
- X1 = Leadership Style
- X2 = Work Environment
- X3 = Motivation
- X4 = Job Satisfaction
- b1, b2, bn. = Regression Coefficient
- e = Error Term

3. RESULT AND DISCUSSION

Multiple Linear Regression Analysis

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This analysis is used to determine the magnitude of the effect of the independent variables on the dependent variable. The magnitude of the influence of independent variables with the dependent variable can be calculated through a multiple regression equation. Based on calculations via a computer using the IBM SPSS for Windows Version 26.0 program.

The following is a recap table for the results of the regression coefficient value, t count, significance value, F count value, and R Square (R²) value. The results can be seen in the following table.

Table 6 Recap of Multiple Linear Regression Analysis Test Results

		Coefficients			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	34,563	6.084		5.681	.000
	X1	.215	.052	.020	4.117	.000
	X2	.277	.078	.246	3.534	.012
	X3	.553	.092	.165	5,995	.000
	X4	.345	.106	.049	4.427	.001

a. Dependent Variable: Y

Source: Primary Data, Processed with IBM SPSS 26.0 2022.

Based on Table 6 above, the estimation model can be analyzed as follows:

$$Y = 34,563 + 0.215(X1) + 0.277(X2) + 0.553(X3) + 0.345(X4)$$

Based on the above equation it can be explained that:

- $\alpha = 34,563$; without the influence of leadership style, work environment, work motivation, and job satisfaction, the employee's performance is worth 34,563 units.
- $b1 = 0.215$, means that there is an influence positive relationship between leadership style variables (X1) on performance (Y). This shows that a higher (good) or increasing leadership style will improve employee performance. The regression coefficient value of leadership style is 0.215, meaning that for every one-unit increase in leadership style, the employee's performance increases by 0.215 one-unit.
- $b2 = 0.277$; it means that there is a positive influence between work environment variables (X2) on performance (Y). This shows that the higher the work environment, the higher the employee's performance. The value of the work environment regression coefficient is 0.277, meaning that for every one-unit increase in the work environment, the employee's performance increases by 0.277 one-unit.
- $b3 = 0.553$; means that there is an influence positive between work motivation variable (X3) on performance (Y). This shows that the increase or increase in work motivation, it will improve employee performance. The value of the regression coefficient of work motivation is 0.553, meaning that for every one-unit increase in work motivation, the employee's performance increases by 0.553 one-unit.
- $b4 = 0.345$, means that there is an influence positive between the variables of job satisfaction (X4) on performance (Y). This shows that the increase or increase in job satisfaction, it will improve employee performance. The value of the regression coefficient of job satisfaction is 0.345, which means that for every one-unit increase in job satisfaction, the employee's performance increases by 0.345 one-unit.

Statistic test

Hypothesis Testing 1

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The first hypothesis proposed is that leadership style partially positively affects employee performance. Based on the analysis of the t test, it is known that the significance level of the leadership style variable is $0,000 < \text{of the significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between leadership style on the performance of the Pauh Sub-District Head Office, Padang City.

Hypothesis Testing 2

The second hypothesis proposed is that the work environment partially positively affects employee performance. Based on the analysis of the t test, it is known that the significance level of the work environment variable is $0,012 < \text{of the significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between the work environment on the performance of the Pauh District Office employees in Padang City..

Hypothesis Testing 3

The third hypothesis proposed is that work motivation partially has a positive effect on performance. Based on the analysis of the t test, it is known that the significance level of the work motivation variable is $0,000 < \text{of the significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between work motivation on the performance of the Pauh Sub-District Head Office, Padang City.

Hypothesis Testing 4

The third hypothesis proposed is that job satisfaction partially positively affects performance. Based on the analysis of the t test, it is known that the significance level of the job satisfaction variable is $0,000 < \text{dai significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between job satisfaction on the performance of the Pauh Sub-District Head Office, Padang City.

F test (simultaneous)

Hypothesis Testing 5

The fourth hypothesis from the analysis of the F test is that the significance level of the variables of leadership style, work environment, work motivation and job satisfaction is $0.000 < 0.05$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a jointly significant influence between leadership style, work environment, work motivation and job satisfaction on the performance of the Pauh Sub-District Head Office, Padang City.. As can be seen in table 10 below:

Table 7 F . Test Results

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27,143	4	9.048	8,632	.000a
	Residual	271,632	65	7.545		
	Total	298,775	69			

a. Predictors: (Constant), X4, X2, X1, X3

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ANOVA^b

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27,143	4	9.048	8,632	.000a
	Residual	271,632	65	7.545		
	Total	298,775	69			

b. Dependent Variable: Y

Source: SPSS Output Results (the year 2022)

Testing the Coefficient of Determination (R²)

Analysis of the coefficient of determination for hard skills, soft skills and motivation on employee performance is carried out using the IBM SPSS for Windows Version 26.0 program with the SPSS output form as stated below:

Table 8 R Square Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.811a	.657	.611	2.26374

Source: Primary Data, Processed with IBM SPSS 26.0 2022.

Based on the results of the regression estimation calculation, the adjusted value of the coefficient of determination or R Square is 0.657, meaning that 65.7% of the variation of all independent variables (leadership style, work environment, work motivation and job satisfaction) can explain the dependent variable (employee performance). The remaining 34.3% is explained by other variables not examined in this study.

Due to the value of R² away from 0 (zero), then the contribution (influence) of the independent variable (leadership style, work environment, work motivation and job satisfaction) simultaneously on the dependent (performance) is large (strong).

Discussion

Influence Leadership Style on the Performance of Pauh Sub-District Office Employees, Padang City

The results of this study indicate that the leadership style significantly influences the performance of the Pauh District Office employees in Padang City. This indicates that the leadership style determines the performance of the employees of the Pauh District Office of Padang City. This means that the better the leadership style of a leader, it will improve employee performance. Because the leader is the leader of an agency that determines the agency's progress, the leader who leads well is prioritized. From the results of this study, it appears that the leadership style variable has a coefficient of 0.215 which means that leadership style has the least influence among other variables on performance. This indicates that leadership style can play a role in improving employee performance. If the Pauh Sub-District Office of Padang City wants to improve employee performance, it must improve and create a good leadership style for each leader.

This is in line with the opinion of Wirawan, (2017), that the most widely discussed leadership theories and research are theories regarding leadership styles. Leadership style is very important because leadership style reflects what the leader does in influencing his followers to realize his mission. This study's results align with the research Abdul Razak (2018), which shows that leadership style has a positive and significant effect on employee performance. Noppy (2015) the results of his research also show that leadership style significantly affects employee performance.

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Influence The work environment on the performance of the Pauh sub-district office employee, Padang City

The results of this study indicate that the work environment has a significant positive effect on the performance of the Pauh District Office employees in Padang City. This indicates that the employee's work environment determines the performance of the Pauh Subdistrict Office of Padang City. This means that the better the agency's work environment, the better the performance of employees.

From the results of this study, it can be seen that the work environment variable has a coefficient of 0.277 which means the work environment has a big influence. This indicates that a good work environment can play a role in improving employee performance. If the Pauh District Office of Padang City wants to improve employee performance, it must improve the work environment of employees in the agency.

This is in line with the opinion of Patterson, et al., (2005) who say that the work environment is more of a climate-oriented employee behavior for creativity, innovation, safety, or service, which can be found in the workplace. This climate represents employees' perceptions of the organization's policies, practices and procedures, interaction patterns and subsequent behavior that can support creativity, innovation, safety, or service.

This study's results align with Kiki's (2015) research, which shows that the work environment affects employee performance. Cristine's (2016) research results also show that the work environment significantly affects employee performance.

Influence Work Motivation on the Performance of Pauh Sub-District Office Employees, Padang City

The results of this study indicate that work motivation significantly influences the performance of the Pauh District Office employees in Padang City. This indicates that work motivation determines the performance of the employees of the Pauh District Office of Padang City. This means that the higher the work motivation of an agency's employees, the higher the employee's performance.

From the results of this study, it can be seen that the work motivation variable has a coefficient 0.553 which means that work motivation has the most influence among other variables on performance. This indicates that work motivation can play a role in improving employee performance. If the Pauh Subdistrict Office of Padang City wants to improve employee performance, it must increase work motivation for employees at the agency.

This study's results align with Sorjususen's (2015) research, which shows a significant positive effect between work motivation and employee performance.

Influence Job Satisfaction on the Performance of Pauh Sub-District Office Employees, Padang City.

The results of this study indicate that job satisfaction significantly affects the performance of the Pauh District Office employees in Padang City. This indicates that job satisfaction determines the performance of the employees of the Pauh District Office of Padang City. This means that better job satisfaction of an agency will improve employee performance.

From the results of this study, it can be seen that the work motivation variable has a coefficient of 0.345 which means job satisfaction has a big influence. This indicates that job satisfaction can play a role in improving employee performance. If the Pauh Sub district Office of Padang City wants to improve employee performance, it must create good job satisfaction in the agency.

This study's results align with Noppy's (2015) research, which shows a significant positive effect between job satisfaction and employee performance.

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The results of this study indicate that leadership style, work environment, motivation and job satisfaction together have a significant influence on the performance of the Pauh Sub-District Head Office, Padang City. This indicates that the leadership style, work environment, motivation and job satisfaction determine the performance of the Pauh Sub-District Head Office, Padang City. This means that leadership style, work environment, motivation and job satisfaction will improve employee performance. This is in line with research by Noppy (2015), Sorjususen (2015), Abdul Raazak (2018), which shows that there is a positive and significant influence between work environment, work motivation and job satisfaction on employee performance

4. CONCLUSION

The leadership style positively influences the performance of the Pauh Sub-District Head Office, Padang City. This means that if the leadership style in the agency is good, it can encourage employees to improve their performance. The work environment positively influences the performance of the Pauh Subdistrict Office employees, in Padang City. This means that a good work environment can provide morale to employees in carrying out their work. The better the work environment of an employee in an agency, the better his performance in carrying out his work in the agency. Work motivation positively influences the performance of the Pauh Sub-District Head Office, Padang City. This means that if the employee's work motivation is high towards the agency, it will make the employee enthusiastic and able to do a good job. This good work motivation will encourage high performance. Job satisfaction positively influences the performance of the Pauh Sub-District Office of Padang City. This means that if job satisfaction in the agency is good, it makes employees enthusiastic and able to carry out their work well. Good job satisfaction will encourage high performance. Leadership style, work environment, work motivation and job satisfaction have a positive effect on the performance of the Pauh Sub-District Head Office, Padang City. With the F ANOVA test number of 0.000, employee performance is influenced by the independent variables of leadership style, work environment, work motivation, and job satisfaction

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