

**THE INFLUENCE OF WORK ENVIRONMENT, ORGANIZATIONAL
COMMUNICATION AND LEADERSHIP ON JOB SATISFACTION AND ITS IMPACT
ON THE PERFORMANCE OF POLICE PERSONNEL
AT REGENCY POLICE OF BIREUEN**

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ABSTRACT

This study aims to analyze the direct influence of work environment, organizational communication and leadership on job satisfaction and performance of Bireuen Regency police personnel and the indirect effect of work environment, organizational communication and leadership on personnel performance through job satisfaction. The population of this study was all personnel at Bireuen Regency Police totaling 659 people. Sample of 126 personnel or 19.12% of total population was drawn using a minimum sample formulation of Slovin and Sevila methods. Data collection was undertaken by means of a closed-ended survey questionnaire. Data were analyzed using the Structural Equation Modeling analysis model with the help of AMOS program. The results of this study revealed that work environment, organizational communication and leadership had a positive and significant influence on job satisfaction and performance of personnel at Bireuen Regency Police. Furthermore job satisfaction can add to the influence of the work environment, organizational communication and leadership on personnel performance.

Keyword: work environment, organizational communication and leadership on job satisfaction and personnel performance

INTRODUCTION

Research Background

The era of reformation in Indonesia has brought important changes in the various aspects of society and nation as a whole in lieu of the national aspiration to achieve better and more democratic governance. Along with these aspirations, the Republic of Indonesian National Police or abbreviated as POLRI (Kepolisian Negara Republik Indonesia) are demanded to be more professional in carrying out their duties. Indonesia from a normative-constitutional perspective is a state of law, making the police as an important pillar in the life of the nation. Therefore police institution has a very important role in realizing legal promises. However in reality when viewed from a number of actions taken by police personnel, the performance of police personnel is still not fully in accordance with public expectations.

This phenomenon also occurs in the working environment of Bireuen Regency Police, Aceh Province. The Bireuen Regency Police, hereinafter referred to as POLRES (Kepolisian Resor)

Bireuen, is the executor of the duties and authority of the Republic of Indonesia National Police in the Bireuen district, which is under coordination of the Aceh Regional Police Chief. POLRES Bireuen is a state apparatus that has a role in maintaining the security and public order, upholding the law, and providing protection and service to the community in Bireuen District. In the midst of increasing criminal acts and violations of law, the presence of police personnel with an excellent performance is very much needed for the implementation of State duties in Bireuen District.

The performance of police personnel is an outcome that can be achieved by a person individually or in a group according to their respective authority and responsibility in an effort to achieve organizational goals legally that is in accordance with the law, morals and ethics (Sinambela, 2012: 137). Nevertheless, despite the successful handling of cases after cases relating to drug abuse, theft, violence and other criminal cases every year, yet internal problems of personnel in the Bireuen Regency Police still persists. For example the number of absence of personnel in carrying out tasks without prior information increases every year. This condition is a shortcoming in the performance of Bireuen Resort Police personnel. It is also assumed to be related to various factors including work satisfaction, work environment, leadership and communication factors.

Job satisfaction is the emotional state of personnel at Bireuen Regency Police that can be depicted as either happy or unhappy feeling at work, the presence of complaining behavior, and disobedience or avoidance some of their responsibilities (Robbins, 2013: 108). Changes in the social and political environment at any time and economic pressures that directly affect the welfare of personnel often cause job satisfaction of police personnel to change very quickly. Compensation is not the only mechanism to fulfill personnel satisfaction in work, but more than that they need a safe and comfortable work environment.

The complex environment faced by police personnel at POLRES Bireuen is a social and political environment that tends to be anarchist at any time. Police personnel have to deal with people whose composition is very heterogeneous and diverse. The community normally consists of various groups, layers and characters, from the good and the bad and even some people who may act anarchist under certain conditions. This condition also affects the work satisfaction of Bireuen Resort Police Personnel.

It can be further illuminated that the challenge that tends to be faced by the police today is the increasingly complex life of the people that they have to deal with. Hence in spite of sufficient amount of financial compensation that police personnel get, yet they are often pressured by usually frightening working condition.

Since the role of police as a protector and servant of the community hence all forms of police activity are in the middle of community, and subsequently the environment significantly influences the police. This condition tends to influence the satisfaction and performance of police personnel. As the executor of state functions in upholding the security and public order, law enforcement, community service and protection, the Bireuen Regency Police is equipped with various forms of information. The information is needed by the police personnel to find out their duties and all the objectives and plans of the organization's activities that may benefit the personnel directly or indirectly. This condition triggers the personnel to be able to work

pleasantly and in a proper direction hence their performance can be better.

Meanwhile communication can facilitate personnel in expressing their emotions and feelings. Communication can generate job satisfaction. This function can be realized when the leader explains or informs about how well the subordinates have carried out the work and how they can improve their performance (Sopiah, 2011: 142).

Furthermore leadership behavior is also often an issue that also influences the satisfaction of police personnel. In reality there are two forms of leadership that are often faced by personnel at POLRES Bireuen, namely task-oriented leadership and human relations-oriented leadership. Task-oriented leaders tend to direct and supervise personnel strictly to ensure that the task of maintaining security and public order, law enforcement, protection, and community service can be carried out according to the target and the leader can be awarded in the end. This style of leadership has produced a maximum achievement to the POLRES Bireuen, but more often leads to job dissatisfaction with personnel.

On the other hand, there are leaders who apply leadership styles orienting towards human relations. Within this style, leaders strive to motivate personnel rather than supervising personnel to achieve endless work targets. Leaders with these behaviors often allow and give confidence to personnel to participate in decision-making. This leadership style has made it possible for personnel at the POLRES Bireuen to work pleasantly and it thereafter has a positive impact on employee performance.

LITERATURE REVIEW

Relationship between Working Environment and Job Satisfaction

Working environment is one of the factors that influence employee job satisfaction. Working environment is related to the physical environment and non-physical environment (Darmawan, 2013: 60). Employees need a comfortable working environment to make it easier for them to do their work. An employee will like physical conditions that are harmless or troublesome. Light temperature, noise, and other environmental factors also influence employee job satisfaction (Hanggraini, 2011: 15).

Relationship between Organizational Communication and Job Satisfaction

Communication can generate job satisfaction. This function can be realized when the leader explains or informs about how well the subordinates have carried out the work and how they can improve their performance (Sopiah, 2011: 142). The presence of effective communication between managers and employees will lead to confidence to work better and eliminate doubts (Sule and Donni, 2005: 264).

Relationship between Leadership and Job Satisfaction

Leadership is also one of the factors that influence job satisfaction and gives impact on the performance (Safitri et al., 2012). Leadership behavior influences employee job satisfaction. A good leader is the one who is willing to appreciate the work of subordinates and the existence of a balanced relationship reflected in the extent to which employers can help subordinates will make the level of employee job satisfaction to increase (Hanggraini, 2011: 65).

Relationship between Working Environment and Performance

The environment will affect employees' productivity, motivation and job satisfaction (Gibson (1996) in Amirullah (2004: 69). Given a good working environment an individual will have the ability to achieve organizational goals because of self-control and enthusiasm. As consequence, both of self-control and enthusiasm will have an impact on improving performance (Salovey and Mayer, 2006). This has also been emphasized by Agustina et.al (2016) that working environment has a significant effect on employee performance.

Relationship between Organizational Communication and Performance

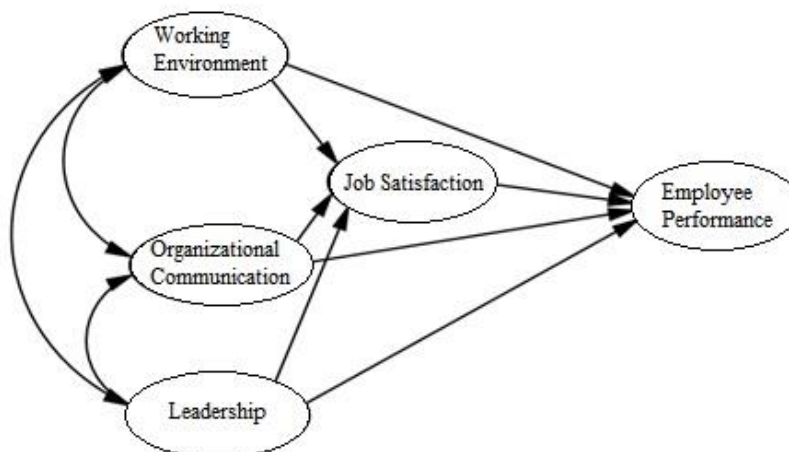
Open communication can provide opportunities for employees to provide input for the good of the company, to feel involved with work, and to be more happy in carrying out their duties (Dwipayana and A. A. Sagung, 2016). Communication can strengthen motivation and performance through the elaboration to employees about what to do, how well they work, and what can be done to improve their sub-standard performance. The availability of specific goals, feedback on progress toward the target, and encouragement to desired behavior stimulates motivation and performance (Robbins, 2012: 392).

Relationship between Leadership and Performance

Gaya kepemimpinan memiliki pengaruh yang sama terhadap kinerja pegawai. Gaya kepemimpinan otoriter, demokrasi dan keduanya memberikan pengaruh yang sama terhadap kinerja. Namun perilaku kepemimpinan yang berorientasi pada penyusunan dan pembentukan struktur kerja akan mencapai kinerja dan kepuasan kerja yang lebih tinggi banding perilaku kepemimpinan yang berorientasi pada pertimbangan ide dan perasaan (Robbins dan Coulter, 2007:182). Model kepemimpinan kharismatik merupakan model kepemimpinan ini memiliki pengaruh yang lebih besar terhadap kinerja individu (Kreitner dan Kinichi, 2011:327).

As with other factors previously discussed, the leadership style has the same effect on employee performance. Whither authoritarian leadership style or democracy style, both have the same effect on performance. However, leadership behaviors that are oriented towards the arrangement and formation of work structures will achieve higher performance and job satisfaction than leadership behaviors that are oriented towards consideration of ideas and feelings (Robbins and Coulter, 2007: 182). The charismatic leadership model is a leadership model that has a greater influence on individual performance (Kreitner and Kinichi, 2011: 327).

Conceptual Framework



RESEARCH METHOD

Population and Sampling

Population of this research consist of all personnel at Bireuen Regency Police of 659 people. The number of research samples was set at 126 personnel or 19.12% of the total population. Sampling size was calculated based on Slovin and Sevila methods with the desired accuracy of $95\% = 0.05$.

Data Collection and Analysis Technique

This study uses primary data in the form of survey questionnaire . Data on the work environment, organizational communication and leadership on job satisfaction and personnel performance were directly collected from respondents, namely Police Personnel using a closed questionnaire.

The influences between variables in this study were tested using Structural Equation Modeling (SEM) analysis using AMOS.

Operationalization of Research Variabels

This study utilizes three exogenous variables namely working environment (X1), organizational communication (X2) and leadership (X3). Meanwhile the endogenous variable is the performance of Personnel (Y). The effect of exogenous and endogenous variables is reinforced by mediating variable of job satisfaction (Z). The detailed characteristics of the variables are as follows:

1. Working environment variable uses indicators of personal relationships, working conditions, facilities and infrastructure with a Likert scale range from 1 to 5.

2. Organizational communication variable is based on indicators of openness, empathy, support, positive feelings and equality with a Likert scale range from 1 to 5.

3. Leadership variable uses indicators of authoritarian style, democratic style, freedom of style, paternalistic style and charismatic style with a Likert scale from 1 to 5.

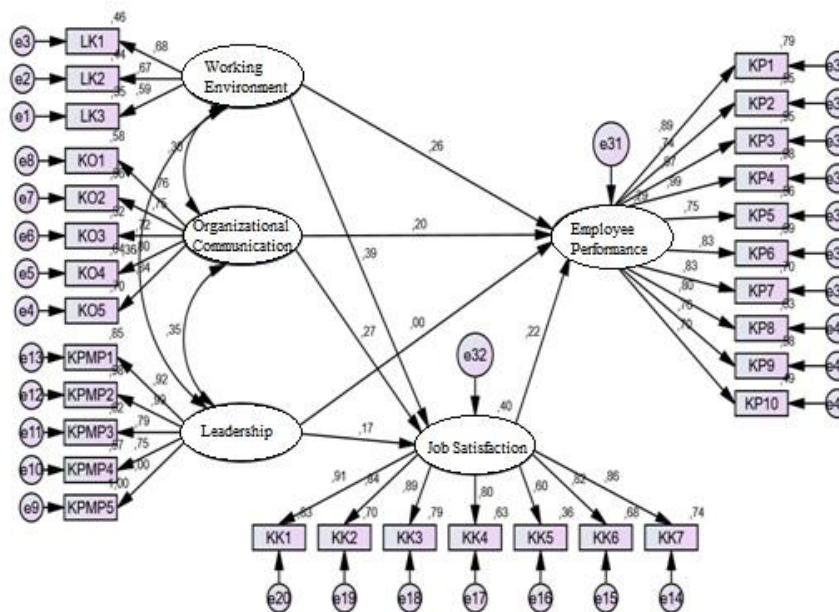
4. Variable of job satisfaction is based on indicators of the job content, supervision, organization and management, opportunities to advance, incentives, co-workers and conditions of work with a Likert scale from 1 to 5.

5. Personnel performance variable utilizes indicators of leadership, Social Networking, Communication, Emotional Control, Agents of change, Integrity, Empathy, Management of administration and creativity and independence with a Likert scale from 1 to 5.

RESEARCH FINDINGS

Testing Measurement Model

Before analyzing the influence between variables, an analysis of the constructs of several indicators that form the research variables was carried out. This analysis is based on factor loading value at the limit of 0.5.



The results of factor loading analysis on the construct of indicators of the five variables used are 13 indicators that form independent variables, 7 indicators that form mediating variables and 10

indicators that form dependent variables all have loading values above 0.5 with significant values at regression weight below 0.05. This result points out that none of the indicators must be discarded.

Evaluation of Goodness of Fit Criteria

Goodness of fit is a test to determine whether an expected set of frequencies is equal to the frequency obtained from a distribution. The evaluation results of the Goodness of Fit criteria can be seen in the Table as follows:

Table 2 Criteria of Goodness of Fit Measurement Models

Criteria of MeasureIndex	Cut-off Value	Result of Analysis	Model Evaluation
CMIN	Default Model Between Saturated & Independence	CMIN=975,453 antara 0-4427,115	Good
GFI, AGFI	Close to 1	GFI = 0,665 AGFI=0,605	Good
Baseline Comparisons	Close to 1	NFI =0,780 RFI= 0,757 IFI= 0,856 TLI= 0,840 CFI=0,855	Relatively good
Parsimony Adjusted Measures	Within the value range of 0-1	Pratio=0,908 , PNFI=0,708 , PCFI=0,776	Good
RMSEA	0,05-0,8	0,108	Good
AIC	Smaller within Model Independence 4415,823	1115,453	Good
ECVI	Default Model between Saturated & Independence	8,924	Good

The Goodness of Fit criterion for the research model is relatively good with CMIN values being between Default Model and Saturated & Independence. The GFI and AGFI values are nearly 1. Furthermore the NFI, RFI, IFI, TLI and CFI assessments are all close to 1, so the model is fit. PNFI and PCFI values range from 0 to 1. Then the RMSEA value is 0.108 or > 0.05, hence the model is considered fit.

Analysis of Structural Equation Modeling

Full model analysis with Structural Equation Model (SEM) describes the direct influence of working environment variables, organizational communication and leadership on job satisfaction and performance can be explained as follows:

Direct Influence

Table 3 Estimates of Standardized Regression Weights

			Estimate
Job_satisfaction	<-	Organizational_communication	.268
Job_satisfaction	<-	Leadership	.174
Job_satisfaction	<-	Working_environment	.389
Employee_performance	<-	Job_satisfaction	.224
Employee_performance	<-	Working_environment	.256
Employee_performance	<-	Leadership	.322
Employee_performance	<-	Organizational_communication	.205

Table 4 Standardized Regression Weights

			Estimate	SE	P
Job_satisfaction	<-	Organizational_communication	.330	.115	.004
Job_satisfaction	<-	Leadership	.181	.094	.054
Job_satisfaction	<-	Working_environment	.605	.178	***
Employee_performance	<-	Job_satisfaction	.208	.105	.047
Employee_performance	<-	Working_environment	.370	.183	.043
Employee_performance	<-	Leadership	.402	.088	.009
Employee_performance	<-	Organizational_communication	.235	.113	.038

1. The influence of working environment on job satisfaction

Working environment is the dominant variable affecting job satisfaction of personnel at POLRES Bireuen with an estimated value of 0.389. This result indicates that if working environment has increased 1 unit of Likert scale, the job satisfaction of personnel at the POLRES Bireuen will increase by 0.389 units of Likert scale. The influence is significant with a

probability value of 0.000 or less than 0.05.

2.The Influence of organizational communication on job satisfaction

Organizational communication is also found to be one of the variables that influence job satisfaction of personnel at POLRES Bireuen with an estimated value of 0.268, meaning that if organizational communication has increased by 1 unit of Likert scale, job satisfaction of personnel at the Bireuen Aceh Resort Police will also increase by 0.268 Likert scale units . The influence is significant with a probability value of 0.004 or less than 0.05.

3.The influence of leadership on job satisfaction

Leadership is a less dominant variable affecting the job satisfaction of police personnel at POLRES Bireuen with an estimated value of 0.174, meaning that if leadership increases 1 unit of Likert scale then job satisfaction of personnel at the Bireuen Aceh Resort Police will also increase by 0.174 Likert scale units. Nevertheless the effect is not significant with a probability value of 0.054 or greater than 0.05.

4.The influence of job satisfaction on personnel performance

Job satisfaction has a significant influence in improving the performance of Bireuen Resort Police personnel with an estimated value of 0.224, indicating that if job satisfaction increases 1 unit of Likert scale, the performance of personnel at Bireuen Resort Police will also increase by 0.224 units of Likert scale. The effect is significance with a probability value of 0.043 or less than 0.05.

5.The influence of working environment on personnel performance

Working environment is a variable that influences the performance of the Bireuen Aceh Resort Police personnel with an estimated value of 0.256, meaning that if working environment has an increase of 1 unit Likert scale, the performance of personnel at Bireuen Resort Police will also increase by 0.256 Likert scale units. The effect is significance with a probability value of 0.043 or less than 0.05.

6.The influence of organizational communication on personnel performance

As with other variables, organizational communication is one of the variables that influences the performance of Bireuen Regency Police personnel with an estimated value of 0.205, meaning that if organizational communication increases 1 unit of Likert scale, the performance of personnel at Bireuen Resort Police will also increase by 0.205 Likert scale units. The effect is significance with a probability value of 0.038 or smaller than 0.05.

7. The influence of leadership on personnel performance

It is also found that Leadership is one of the dominant variables affecting the performance of personnel at Bireuen Regency Police with an estimated value of 0.322, meaning that if leadership increases 1 unit of Likert scale, the performance of personnel at the Bireuen Regency Police will also increase by 0.322 Likert scale units. The effect is significance with a probability value of

0.009 or less than 0.05.

Indirect Influence

Table 4.5 Estimates of Indirect Infuence

					Estimate
Personnel_performanc e	<-	Job_satisfactio n	<-	Organizational_communicatio n	(0.224x0.268) = 0.060
Personnel_performanc e	<-	Job_satisfactio n	<-	Leadership	(0.224x0.174) = 0.048
Personnel_performanc e	<-	Job-satisfaction	<-	Working_environment	(0.224x0.389) = 0.104

The estimation of indirect influence is calculated by multiplying the independent variable model on the mediating variable and multiplying the independent variable on the dependent variable. The estimate can be explained as follows:

1. Job stisfaction has a positive impact in strengthening the influence of the work environment on the performance of personnel at Bireuen Resort Police with an estimated value of 0.060.
2. Job satisfaction has a positive impact in strengthening the influence of communication on personnel performance at Bireuen Resort Police with an estimated value of 0.048.
3. Job satisfaction has a positive impact in strengthening the influence of leadership on the performance of Bireuen Resort Police personnel with an estimated value of 0.104.

CONCLUSION AND RECOMMENDATION

Based on research findings of this study, some conclusions can be drawn. First, working environment, organizational communication and leadership have a positive and significant effect on job satisfaction of personnel at Bireuen Resort Police. Second, working environment, organizational communication and leadership have a positive and significant effect on the performance of personnel at the Bireuen Regency Police. Third, job satisfaction has a positive and significant effect on the performance of personnel at Bireuen Resort Police. Lastly, job satisfaction plays a role in increasing the influence of the work environment, organizational communication and leadership on the performance of personnel at the Bireuen Resort Police.

Given the shortcomings and weaknesses in the research variables and indicators used in this study, some recommendations are suggested. First, it is seen vital for police personnel to be able to understand working conditions and the social and political environment more rationally and humanely so that perceived job satisfaction will be better. Second, for the Police Chief at POLRES Bireuen, it is suggested that leaders need to make better and sustainable reciprocal communication and need to maintain a balance between achieving tasks with good relationships with staff. Meanwhile for future research, it is hoped that future research will be able to improve the research model with higher quality variables and indicators.

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