

THE EFFECT OF LEADERSHIP STYLE AND WORK ENVIRONMENT ON JOB SATISFACTION AND THEIR IMPACT ON EMPLOYEE PERFORMANCE IN THE WORK UNIT ENVIRONMENT OF ACEH SELATAN DISTRICT

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ABSTRACT

This study examines the leadership style and works environment effects on job satisfaction and their impact on employee/ASN (civil servant) performance in the Aceh Selatan District Work Unit (SKPK). The population was all ASN in the SKPK Aceh Selatan environment, totaling 137 people. The sampling method used was the census method. Data were collected by distributing questionnaires to all research samples. The model was processed through SEM-AMOS. The results reveal that in SKPK Aceh Selatan, Leadership directly affects Satisfaction, Environment directly affects Satisfaction, Leadership does not directly affect ASN Performance, Environment does not directly affect ASN Performance, Satisfaction directly affects ASN Performance, Satisfaction fully mediates the Leadership effect on ASN performance, and Satisfaction fully mediates the environment effect on ASN performance. These results also illustrate that leadership must go through satisfaction first to stimulate performance improvement, as well as the environment that must explain employee satisfaction first and then can play a role in improving its ASN performance. This means that the function of improving the ASN performance of the SKPK in Aceh Selatan District is a function of the adjustment of Leadership and Environment to play a role in increasing satisfaction.

Keyword: Leadership Style, Work Environment, Job Satisfaction, Employee Performance.

1. INTRODUCTION

The performance of civil servants (ASN) includes the quality and quantity of work achieved by government institutions in carrying out the vision and mission, especially in institutions such as the Regency Apparatus Work Unit (SKPK) in Aceh Selatan Regency, Indonesia. Every SKPK always expects ASN to have professional work skills that are qualified in their fields, because with their professionalism, ASN will contribute to the optimal output for the organization related to its performance. Performance has an important meaning for ASN in the SKPK environment, the existence of a performance appraisal means that ASN will get attention from their superiors. Today, the performance of ASN is always in the spotlight of the community where many people consider that almost all ASNs have not had a good performance where there are still many ASNs who are not disciplined in their performance and the performance of ASN so far has not been able to boost the overall performance of the government, especially those related to efforts to prosper the community and achieve the ideals of the nation in realizing regional development.

One of the most important efforts to improve the performance of ASN is by increasing the job satisfaction of the ASN itself. In addition, the low quality of ASN work is a challenge that must be addressed immediately because without good quality employee work, the quality of

community satisfaction cannot be as expected. The success of a leader is determined by the implementation of directing. Good performance and high satisfaction cannot be separated from the leadership role applied in the organization. As interpreted by many researchers, where leadership is a way for someone to influence his members in achieving the goals of the organization and realizing the vision of the organization. Leadership has a variety that can be chosen to match the situation and the subordinates at hand. There are various leadership styles that can be played by a service agency leader, namely: autocratic style, democratic style, Laissez faire style, transformational style, transactional style, situational style, visionary style, and charismatic style. Another factor that affects satisfaction and improves employee performance is the work environment. There are two types of environment: physical and non-physical. These two types of work environments both affect the performance of ASN employees in the SKPK Aceh Selatan environment.

2. LITERATURE STUDY

Employee (ASN) Performance

Performance is the result of work or work performance produced by State Civil Apparatus (ASN) employees seen from the work and profession they have achieved. Performance embodiment of the implementation of the plans that have been prepared. Regulation of the minister of bureaucratic reform of the Republic of Indonesia (Permenpan RB) 2021 in the General Provisions states: "Performance of ASN is the work achieved by every civil servant in the organization, work unit or work team following the employee performance goals (SKP) and Work Behavior. (Supardi, 2013) and (Uno & Lamatenggo, 2012) say performance is the result achieved by a person according to the size applicable to the job in question. (Wirawan, 2012) and (Supardi, 2013) mentions that performance is measured using indicators : (1) quality and quantity of work results, (2) work discipline, (3) efficiency in carrying out tasks, (4) initiative, (5) thoroughness, (6) leadership, (7) honesty, (8) creativity. Employee performance in this study will often be referred to as ASN performance or just performance.

Job Satisfaction

(DeCenzo, Robbins, & Verhulst, 2020) state job satisfaction is a general attitude towards a person's job that shows the difference between the number of awards workers receive and the amount they believe they should receive. (Sunyoto, 2015) and (Soetrisno, 2016) Job satisfaction is also important for self-actualization. Employees who do not get satisfaction will never reach psychological maturity, and in turn, will become frustrated. (DeCenzo et al., 2020) states that employee job satisfaction is measured using indicators : (1) Salary, (2) Promi, (3) Promotion, (4) supervision, (5) Colleagues, (6) the work itself, (7) status, and (8) social environment. Job Satisfaction will often be called satisfaction only in this study.

Leadership Style

(Handoko, 2016) and (Hersey, Blanchard, & Johnson, 2012) there are four types of styles: (a) the directive or task (telling) style, which defines roles and tells what, how, when, and where to perform various tasks; (b) Peddling style, providing directive behavior but providing supportive behavior to strengthen willingness and enthusiasm; (c) The participatory style is supportive and non-directive, which is high in relationships and low in tasks; (d) Delegation style, low relationship

style, and low task style. Style can change but the changes are not as drastic as ability. Organizations can have different situations even though they have the same name, structure, duties, and functions. The same organization with different member situations will require different styles. The situation in question is maturity which consists of the ability and willingness of members, subordinates, employees, and non-managers. (Wirawan, 2013) mentions that leadership style is measured by using indicators : 1. A climate of mutual trust. 2. Respect for members' ideas. 3. Take into account the feelings of subordinates. 4. Attention to work comfort for subordinates. 5. Pay attention to the welfare of his subordinates. The leadership style in this study will often be called just leadership.

Work environment

(Mardiana, 2005) explained that the work environment is an environment where employees do their daily work. According to (Saydam, 2000) and (Sedarmayanti, 2016), The work environment is the overall tools and materials encountered, the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as a group. (Sihombing, Sidjabat, & Gultom, 2015) mentions that the work environment is factors outside of humans, both physical (work equipment, workplace temperature, congestion and density, noise, workspace area) and non-physical (work relationships formed between superiors and subordinates and between fellow employees). (Sihombing et al., 2015) also stated that the work environment is measured using indicators : (1) temperature, (2) noise, (3) lighting, (4) light quality, (5) safety in the workplace, (6) workspace arrangement and size, (7) privacy. The work environment will often be referred to as just the environment in this study.

Paradigm and Hypotheses

The conceptual framework in this research is illustrated by the chart below.

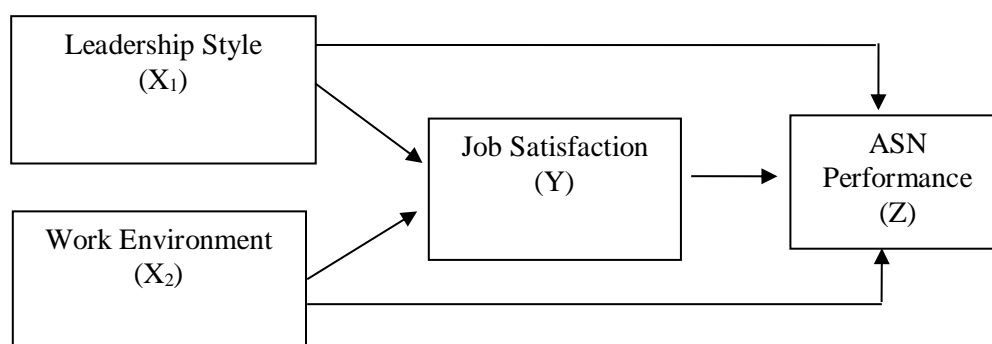


Figure 1. Conceptual Framework

- H1 : Leadership style affects the ASN performance in SKPK Aceh Selatan.
- H2 : The work environment affects ASN performance in SKPK Aceh Selatan.
- H3 : Leadership style affects employee ASN job satisfaction in SKPK Aceh Selatan.
- H4 : The work environment affects ASN job satisfaction in SKPK Aceh Selatan.
- H5 : ASN job satisfaction affects the performance of ASN in SKPK Aceh Selatan.
- H6 : ASN job satisfaction mediates the leadership style effect on ASN performance in SKPK

Aceh Selatan.

H7 : ASN job satisfaction mediates the work environment effect on ASN performance in SKPK Aceh Selatan.

3. METHOD

This research was conducted on the SKPK Aceh Selatan, Indonesia, by taking only 5 (five) SKPKs that are directly related to the author's place of work, namely: the Islamic Shari'a Service, Dayah Education Office, Satpol PP and WH, MPU Secretariat, and Baitul Mal Secretariat, Aceh Selatan Regency. . The reasons for the author in this study are: first, the Office/Secretariat is cognate with the Office where the author works; second, saving time and money, energy in research, and thirdly the affordability of the author when conducting research. The object is leadership style and work environment on employee satisfaction and its impact on ASN performance in the SKPK Aceh Selatan environment.

The research sample was equal to the population (used the census method), was all ASN in the SKPK Aceh Selatan environment, totaling 137 people. The distribution of the population and sample in this research is described as follows:

Table 1. Employees in 5 SKPKs in the Aceh Selatan District Government 2021

| No. | Work unit | ASN at SKPK Aceh Selatan |
|---------------|--|--------------------------|
| 1. | Islamic Shari'ah Service | |
| | Secretariat | 10 people |
| | Da'wah, Worship, and LPTQ filed | 5 people |
| | field of Development of Resources and Facilities for Worship | 6 people |
| | Legal Development Supervision and Counseling | 6 people |
| Amount | | 27 People |
| 2. | Dayah Education Office | |
| | Secretariat | 11 people |
| | Management Development Field | 6 people |
| | Field of Curriculum Development and Santri | 5 people |
| | Dayah Facilities and Infrastructure Improvement Sector | 5 people |
| Amount | | 27 people |
| 3. | Civil service police units and Wilayatul Hisbah | |
| | Secretariat | 13 people |
| | Field of Enforcement of Regional Laws and Islamic Shari'a | 10 people |
| | Community Law and Natural Resources Sector | 7 people |
| | Public Order and Public Peace | 31 people |
| Amount | | 61 people |
| 4. | Secretariat of the Ulama Consultative Council | |
| | General and Personnel Subdivision | 2 people |
| | Program and Finance Subdivision | 7 people |
| Amount | | 9 people |

| | | |
|---|-----------------------------------|------------------|
| 5. | Baitul Mal Secretariat | |
| | Finance and Program Subdivision | 5 people |
| | General and Personnel Subdivision | 8 people |
| Amount | | 13 people |
| Total Population and Research Sample | | 137 |

Source: General and Civil Service Subdivisions at the Office/Secretariat in 2021

Data was collected by distributing questionnaires to all employees who were sampled. Data was measured by the Likert scale. The analytical tool is SEM AMOS.

4. RESULT

The model that explains this study is shown below.

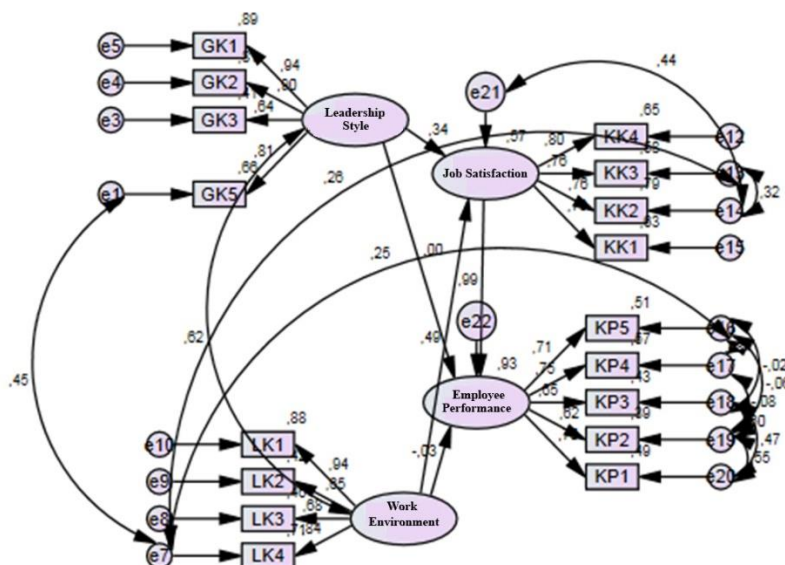


Figure 2. SEM

The results after the fulfillment of the SEM assumptions are shown as follows:

Table 2. Result

| | | Estimate | S.E. | C.R. | P | R-Square |
|-----------------|-------------------|----------|-------|--------|-------|----------|
| Satisfaction | <--- Leadership | 0.342 | 0.094 | 3.622 | 0.000 | 0.567 |
| Satisfaction | <--- Environment | 0.492 | 0.093 | 5.164 | 0.000 | |
| ASN Performance | <--- Leadership | 0.003 | 0.063 | 0.032 | 0.975 | 0.928 |
| ASN Performance | <--- Environment | -0.034 | 0.083 | -0.318 | 0.750 | |
| ASN Performance | <--- Satisfaction | 0.985 | 0.094 | 8.237 | 0.000 | |

The test results in Table 1 explain the statistical equations as follows:

$$\text{Satisfaction} = 0.342 \text{ Leadership} + 0.492 \text{ Environment}$$

$$\text{ASN Performance} = 0.003 \text{ Leadership} - 0.034 \text{ Environment} + 0.985 \text{ Satisfaction}$$

Table 1 shows the R-square value for the Leadership and Environment effects on ASN Satisfaction which is 0.567. This explains that together the Leadership and Environment variables can explain the satisfaction variable by 56.7%, and the 43.3% is explained by other variables.

The value of R-square for the Leadership, Environment, and Satisfaction effects on ASN performance is 0.928. This reveals that together the Leadership, Environment, and Satisfaction variables can explain the ASN Performance variable by 92.8%, and the 7.2% is explained by other variables.

From the test results, the disclosure is explained as follows:

1. Leadership Effect on Satisfaction

The Leadership effect on Satisfaction test produces CR (Critical Ratio value) 3.622 with significance 0.000, which explains that Leadership affects the increase of ASN Satisfaction. The magnitude of the leadership role on ASN satisfaction is 0.342 or 34.2%. This means that the better the leadership will affect increasing satisfaction. Leadership that is suitable for subordinates will greatly affect the satisfaction of employees.

Leaders must feel called to lead with all kinds of speech, change and behavior in life, to encourage and deliver those they lead towards shared noble ideals. Leadership that is suitable for subordinates will greatly affect their work motivation and will ultimately affect their perception of satisfaction in the organization. Job satisfaction is defined as a feeling of pleasure or positive emotion obtained from work experience, which relates to individuals, not groups and concerns the past, not the future.

2. Environment Effect on Satisfaction

The environment effect on satisfaction test produces CR 5.164 with significance 0.000, which means the environment affects the increase in ASN satisfaction. The magnitude of the role of the Environment on Satisfaction is 0.492 or 49.2%. This illustrates that the higher the environmental level, the more ASN satisfaction will increase. A comfortable and safe environment will make employees feel comfortable working so that the tasks performed by employees are also good and it affects employee satisfaction. The work environment can be categorized into two, namely the non-physical and physical work environment (Anoraga, 2014).

3. Leadership Effect on ASN performance

The leadership effect on ASN performance test produces CR 0.032 with significance 0.975 (>0.05), which means leadership does not affect ASN performance. Leadership style is a set of characteristics or patterns applied by superiors to influence subordinates to achieve company goals, in essence, it is also the most influential supporting element on employee performance. In general, an effective and efficient leadership style will produce good and optimal performance. However, the results of this study reveal that leadership does not play a role in improving ASN performance. Thus, if there is an adjustment to the leadership style, it will not have a direct impact on ASN performance. This means that leadership style may have to be combined with certain mediating variables to have an impact on improving ASN performance at the SKPK Aceh Selatan.

4. Environment Effect on ASN performance

The environment effect on ASN performance test produces CR -0.318 with significance level 0.750, which means the environment does not affect ASN performance because the significance is > 0.05. In fact, in general, one way to keep employees working productively is by providing a comfortable and conducive work environment. Likewise, the relationship between employees usually must also be considered, so that each employee can foster harmonious relationships both with fellow employees and with their superiors, through the ability to communicate in a work team and be friendly. However, the results of this study indicate that the environment does not have a significant impact on ASN performance. This means that the possibility of environmental variables must involve certain mediating variables to be able to influence ASN performance at the SKPK Aceh Selatan.

5. Satisfaction Effect on ASN performance

The satisfaction effect on ASN performance test produces CR 8.237 with significance 0.000, which means satisfaction affects performance. The magnitude of the satisfaction effect on ASN performance is 0.985 or 98.5%. This explains that the higher the ASN satisfaction will have a direct influence on ASN performance. The more aspects of work that are following the wishes and needs of employees, the higher the satisfaction felt. Job satisfaction is the dream of every individual who has worked. Each employee has a different level of satisfaction according to their values. The more aspects of the job that are following with the wishes and needs of the employee, the higher the perceived employee/staff satisfaction, and vice versa.

The results of the indirect hypothesis test are explained below.

6. Leadership Effect on ASN performance Through Satisfaction

Satisfaction mediation effect on the Leadership effect on ASN performance is figured below:



Figure 3. Satisfaction Effect as Mediator on Leadership Effect on ASN performance

The Sobel test calculation provides statistics test 3,437 and is significant at 0.000. Thus, Satisfaction acts as a mediator between Leadership and ASN Performance. Thus, because satisfaction has a significant effect and acts as a mediation variable, leadership does not affect ASN performance, the role of satisfaction in the leadership effect on ASN performance is fully mediating. Full mediation means the Leadership effect on ASN performance is fully mediated by Satisfaction whereas the Leadership effect on ASN performance can be explained by

Satisfaction indirectly.

Table 3 shows the Sobel result for H6.

Table 3. Sobel Test H6

| Input: | Test statistic: | Std. Error: | p-value: |
|----------------------|-------------------------|-------------|------------|
| a 0.342 | Sobel test: 3.4370192 | 0.09801225 | 0.00058815 |
| b 0.985 | Aroian test: 3.42313678 | 0.09840974 | 0.00061903 |
| s _a 0.094 | Goodman test: 3.4510719 | 0.09761315 | 0.00055836 |
| s _b 0.094 | Reset all | Calculate | |

7. Leadership Effect on ASN performance Through Satisfaction

Satisfaction mediation effect on the environmental effect on ASN performance is explained below.

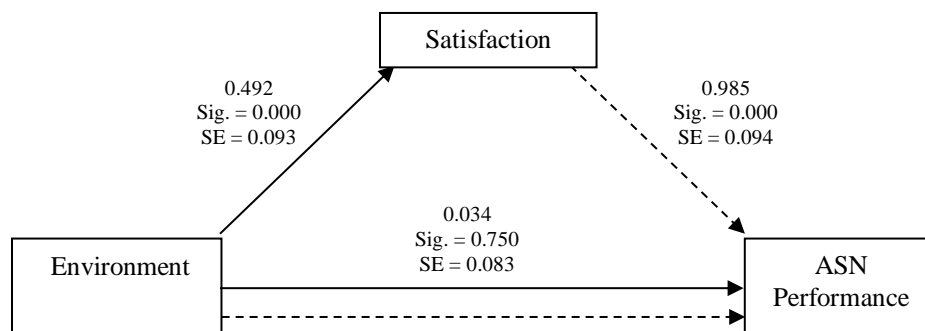


Figure 4. Satisfaction Effect as Mediator on Environmental Effect on ASN performance

The Sobel test calculation provides statistics test 3.857 and is significant at 0.000. Thus, satisfaction plays a role as a mediator between environment and ASN performance. Thus, because satisfaction has a significant effect and acts as a mediating variable, the environment does not affect ASN performance, the role of satisfaction in the environment effect on ASN performance is fully mediating. Full mediation means the Environment effect on ASN performance is fully mediated by Satisfaction whereas the Environment effect on ASN performance can be explained by Satisfaction indirectly.

Table 3 shows the Sobel result for H7.

Table 4. H7 Sobel Test

| Input: | | Test statistic: | Std. Error: | p-value: |
|----------------|-------|-------------------------|-------------|------------|
| a | 0.492 | Sobel test: 4.72258581 | 0.10261751 | 0.00000233 |
| b | 0.985 | Aroian test: 4.70554177 | 0.1029892 | 0.00000253 |
| s _a | 0.093 | Goodman test: 4.7398164 | 0.10224447 | 0.00000214 |
| s _b | 0.094 | Reset all | Calculate | |

5.CONCLUSION

The results reveal that in SKPK Aceh Selatan, Leadership directly affects Satisfaction, Environment directly affects Satisfaction, Leadership does not directly affect ASN Performance, Environment does not directly affect ASN Performance, Satisfaction directly affects ASN Performance, Satisfaction fully mediates the Leadership effect on ASN performance, and Satisfaction fully mediates the environment effect on ASN performance. These results also illustrate that leadership must go through satisfaction first to stimulate performance improvement, as well as the environment that must explain employee satisfaction first and then can play a role in improving its ASN performance. This means that the function of improving the ASN performance of the SKPK in Aceh Selatan District is a function of the adjustment of Leadership and Environment to play a role in increasing satisfaction. This tested model can serve as a basis for academic thinking and can be used for further research. Practically, especially for the research subject, namely SKPK Aceh Selatan, the policymakers can also use this research model as a rationale for continuing to adapt their leadership and environment to increase employee job satisfaction.

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