

The Effect of Leadership, Work Environment, Work Motivation and Job Satisfaction on the Performance of Pamong Praja Police Force of Sungai Penuh City

Febrindo Ekarama¹⁾, Riki Yakub²⁾, Hendri Yandi³⁾,
Roni Syah Putra⁴⁾, Anne Putri^{5*}

^{1,2,3,4}Magister of Management, Sekolah Tinggi Ilmu Ekonomi "KBP" Padang, Sumatera Barat, Indonesia

⁵Sekolah Tinggi Ilmu Ekonomi Haji Agus Salim, Bukittinggi, Indonesia

ABSTRACT : This research is motivated by the lack of harmony at work, lack of understanding of the condition of colleagues, miscommunication, disciplinary violations that are still considered normal by employees, so that employee performance annually experiences instability and tends to decline which has an impact on the performance of the Civil Service Police Unit of Sungai Penuh City. This type of research uses a quantitative approach with multiple linear regression methods. The data collection techniques using questionnaires, observation and interviews. Respondents of this study were 46 employees of the Civil Service Police Unit of Sungai Penuh City. The sampling method used was the total sampling method where the entire population in this study was used as the research sample. Hypothesis testing is calculated using the IBM Statistical Package for Social Science (SPSS) program version 24.0. From the results of this study it is found that partially leadership has a significant effect on employee performance, work environment has a significant effect on employee performance, work motivation has a significant effect on employee performance, job satisfaction has a significant effect on employee performance, and simultaneously leadership, work environment, work motivation, Job satisfaction together has a significant effect on the performance of the employees of the Civil Service Police Unit of Sungai Penuh City.

Keywords -Leadership, Work Environment, Work Motivation, Job Satisfaction, Employee Performance

I. INTRODUCTION

The Sungai Penuh City Civil Service Police Unit is one of the government agencies with adequate organizational structures, regulations and officers. In the Satpol PP Office of Sungai Penuh City, there is a lack of employee performance in carrying out their duties and functions. This can be seen from the slow pace of programming in the implementation of public order and order, the uneven implementation of maintenance policies, and the lack of socialization or guidance to the community in complying with local regulations and government regulations.

Mangkunegara (2012, p.67), argues that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given. Meanwhile, according to Dessler (2010), it is stated that employee performance (work performance) is the employee's actual performance compared to the expected performance of the employee. The expected work performance is a standard achievement that is formulated as a reference so that ASN's performance can be seen according to its position compared to the standards made. Meanwhile, according to Sedarmayanti (2013, p.50), states that performance is translated into performance, it also means work performance or performance or work performance.

Pramana and Sudharma (2013) in their research state that compensation, physical work environment, and work discipline simultaneously have a significant effect on employee performance at LPD Desa Adat Jimbaran. The results of further research conducted by Kharisma, I.N.K., (2018) stated that simultaneously work motivation, organizational culture, leadership style, work environment, compensation, job satisfaction and work discipline affect the performance of administrative employees at Muhammadiyah University of Surakarta.

In addition to the leadership factors that affect employee performance improvement, the work environment in an agency is very important so that management is concerned, even though the work environment does not carry out the production process in a company, the work environment has a direct effect on the employees who carry out these tasks. A satisfactory work environment for employees can improve

performance, on the other hand, an inadequate work environment can reduce work motivation and ultimately reduce employee performance.

The work environment is one of the things closest to a person in carrying out his job. Sedarmayanti (2013, p.21) argues that the work environment is the entire tooling tool and materials faced, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and groups. Dan Sihombing (2010: 134) also argues that the work environment is factors outside of humans, both physical and non-physical in an organization. These physical factors include work equipment, workplace temperature, crowdedness and density, noise, workspace area. Meanwhile, non-physical includes work relationships that are formed in institutions between superiors and subordinates and among employees.

The results of research conducted by Wati, L. D., et al (2017) state that the work environment has a significant effect on the performance of employees of CV. Madiun Garment. In line with the results of research conducted by Fajar, A., et al (2019) who also stated that partially the work environment has a positive and significant effect on employee performance. And the results of research from Kurniasari, N., (2014) also state that the work environment has a significant effect on employee performance.

Apart from leadership, a work environment that can improve employee performance is work motivation. Work motivation can be expressed as a result of a person's interaction with the particular situation he is facing. Therefore, there is a difference in the strength of work motivation shown by someone in dealing with certain situations compared to other people who face the same situation. Even someone will show a certain urge in dealing with different situations and at different times. Work motivation is a need for employees that need to be fulfilled so that employees can adapt to their environment. Meanwhile, work motivation is a condition that moves employees to be able to achieve the goals of their motives (Mangkunegara, 2012, p.42).

Work motivation can also be said to be energy to generate impulses in oneself. Work motivation developed by Herzberg is categorized into two types, namely intrinsic work motivation and extrinsic work motivation (Hasibuan, 2012, p.44). Intrinsic work motivation is a driving force that arises from within each person, one of which is the drive to achieve. "Work motivation is a person's encouragement to do better than what has been made or achieved before or that is made or achieved by others" (Hasibuan, 2012, p.45).

This is evidenced by the results of several researchers including Rachmawati H., (2017) that partially work motivation has a positive and significant effect on personnel performance at the Paskhas Education and Training Center. And these results are also supported by research from Astria K. (2018) that work motivation has a positive and significant effect on employee performance at PT. Bank Rakyat Indonesia Pamulang Branch.

From the description above it can be concluded that work motivation is a process in which the need to encourage someone to carry out a series of activities that lead to the achievement of certain goals. Agency leaders are required to treat employees well and see them as human beings who have both material and non-material needs. Agency leaders also need to know, be aware of and try to meet the needs of their employees, so that employees can carry out their duties in accordance with the expectations of the agency.

In addition to paying attention to employee work motivation, to improve performance it is also necessary to pay attention to aspects of employee job satisfaction. Job satisfaction is the success of an institution which is strongly supported by how the agency achieves employee job satisfaction. In general, job satisfaction refers to the attitude of the individual towards his job. Employees who have a positive attitude have a high level of job satisfaction, and vice versa Mathis and Jackson (2008, p. 100). Positive and negative reactions seen in employees depend on the job satisfaction they get. Employees will feel high morale and enthusiasm in starting their work if job satisfaction is achieved, but if this is not achieved then employees will try to avoid their social environment such as resigning from the company, skipping work, sabotage, deliberately making mistakes in work, active strikes and other behavior which tends to avoid organizational activities (Sutrisno, 2009, p.83).

Job satisfaction generally means the maximum work results achieved by employees in an effort to carry out their duties and responsibilities and is the actualization of work carried out by employees to produce a single work stage consisting of input and output. in Mangkunegara (2011, p.117) states that job satisfaction is a feeling that supports or does not support an employee in connection with his job or with his condition. Good job satisfaction is a step towards achieving company goals. Job satisfaction occurs at the level where the work results are received by individuals as expected. The more people receive the results, the more satisfied they will be. The less they receive the results, the less satisfied they will be (Wibowo, 2016, p.417).

Nurmawati, R., et al. (2017) in their research stated that job satisfaction has a significant effect on employee performance in the Bodypaint section of PT. Nascom Abadi Motor Ringroad Karanganyar Branch. In line with the results of research by Arifin, M., (2017) who also stated that job satisfaction (X_2) partially has a significant effect on the performance of Lecturer (Y) FKIP UMSU. And also, the results of research from Yuliana, M., et al (2016) that there is a positive and significant effect of job satisfaction on the performance of BMT Taruna Sejahtera Ungaran employees.

Based on the description above, the researcher is interested in conducting research on "The Effect of Leadership, Work Environment, Work Motivation and Job Satisfaction on Employee Performance at the Civil Service Police Unit of Sungai Penuh City".

The objectives to be achieved in this study are to identify and analyze:

1. The effect of leadership on the performance of the Civil Service Police Unit of Sungai Penuh City.
2. The effect of work environment on the performance of the Civil Service Police Unit of Sungai Penuh City.
3. The effect of work motivation on the performance of the Civil Service Police Unit Officer of Sungai Penuh City
4. The Effect of job satisfaction on the performance of the Civil Service Police Unit of Sungai Penuh City.

The effect of leadership, work environment, work motivation and job satisfaction simultaneously affects the performance of the Civil Service Police Unit of Sungai Penuh City.

II. LITERATURE REVIEW

Performance

According to Mangkunegara (2012, p.67), performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. The indicators of performance according to Mangkunegara (2012, p.67), are: (1) neatness; (2) Ability; (3) Success; (4) Speed; (5) Satisfaction; (6) Work results; (7) Decision making; (8) Facilities and infrastructure; (9) Cohesiveness; (10) Good relations with colleagues and bosses; and (11) Independence.

Leadership

According to Samsudin (2009, p.287) Leadership can be defined as the ability to convince and motivate others to cooperate under his leadership as a team to achieve certain goals. The indicators of leadership according to Alex (2011, p.184), are: (1) a climate of mutual trust; (2) Appreciation of subordinates' ideas; (3) Taking into account the feelings of subordinates; (4) Attention to work comfort for subordinates; (5) Attention to the welfare of subordinates; (6) Taking into account the job satisfaction factor of subordinates in completing the tasks entrusted to them; and (7) Recognition of the status of subordinates appropriately and professionally.

Work Environment

According to Sedarmayanti (2013, p.21), the work environment is the whole tooling and materials faced, the surrounding environment in which a person works, his work methods, and his work arrangements both as individuals and groups. The indicators of the work environment according to Alex (2011, p.184) are: 1) Coloring; 2) Cleanliness; 3) Air exchange; 4) Lighting; 5) Security; 6) Noise; 7) Layout; 8) Harmonious relationship; 9) Opportunities for advancement; and 10) Security at work.

Work Motivation

According to Robbins (200, p.43) work motivation is the willingness to try as optimal as possible in achieving organizational goals which are influenced by the ability of efforts to satisfy several individual needs. The indicators of work motivation according to Robbins and Coutler (2010, p.226), are: (1) Physiological needs; (2) the need for security; (3) social needs; (4) Needs for rewards; and (5) Self-actualization needs.

Job Satisfaction

According to Hasibuan (2013), job satisfaction is an impulse that comes from within or outside a person that encourages him to move his power and potential to work and achieve the desired goals. The indicators of work motivation according to Riggio (2000) are: 1) Changing the work structure; 2) Changing the payment structure; 3) Providing flexible work schedules; and 4) Organizing supporting programs.

Research Conceptual Framework

Based on the research objectives, the conceptual framework of this study:

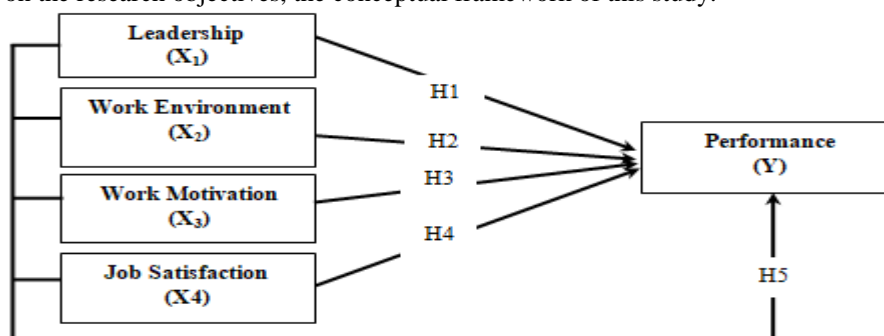


Figure 1. Research Conceptual Framework

Hypothesis

Based on the conceptual framework above, the hypothesis in this study can be formulated as follows:

- H1:** Leadership has an effect on the performance of the employees of the Civil Service Police Unit of Sungai Penuh City
- H2:** The work environment has an effect on the performance of the employees of the Civil Service Police Unit of Sungai Penuh City
- H3:** Work motivation has an effect on the performance of the employees of the Civil Service Police Unit of Sungai Penuh City
- H4:** Job Satisfaction has an effect on the performance of the employees of the Civil Service Police Unit of Sungai Penuh City
- H5:** Leadership, work environment, work motivation and overall job satisfaction (simultaneously) have an effect on the performance of the employees of the Civil Service Police Unit of Sungai Penuh City.

III. RESEARCH METHODS

Research Type

Based on the formulation, objectives and research hypotheses, the method used in this study is quantitative research to determine the effect between variables. This study aims to determine the effect of leadership, work environment, work motivation and job satisfaction on employee performance. The object of research in this research is the Civil Service Police Unit of Sungai Penuh City.

Population and Sample

Population and sample in a study have a central and decisive role (Muri, 2015, p.144). Population is the whole object of study that provides an accurate description of the research. According to Hamid (2014, p.55), population is the total number of objects or subjects that are used as data sources in a study that have the same characteristics or characteristics. Thus, the population in this study were all employees and heads of the Kayu Aro Barat District Office, Jambi Province.

The research sample is a limited number and part of the population, a portion of the population that is selected and is representative of that population (Muri, 2015, p.150). Meanwhile, according to Sugiyono (2017, p.120), the sample is part of the number and characteristics possessed by the population and what is learned from the sample, the conclusions will be applicable 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. Based on the formulation, objectives and research hypotheses, the method used in this study is quantitative research to determine the effect between variables. This study aims to determine the effect of leadership, work environment, work motivation and job satisfaction on employee performance. The object of research in this research is the Civil Service Police Unit of Sungai Penuh City.

The technique of taking this sample uses total sampling technique (whole sample), total sampling is a sampling technique where the sample size 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, the entire population is used as the research sample.

IV. RESULTS AND DISCUSSION

Descriptive Research Results

The results of this study are based on the results of the instruments given to respondents, amounting to 46 (forty-six) respondents. In general, the results of this study can be seen in the following table:

Table 1. Results of Variable Descriptive Analysis

	N	Min	Max	Sum	Mean	Std. Dev	Item of Question	TCR (%)	Desc.
	Stat	Stat	Stati	Stat	Stat	Stat			
Leadership	46	42,00	70,00	2622,00	57,00	3,25235	14	81,43	Good
Work Environment	46	60,00	100,00	3754,00	81,60	4,96869	20	81,61	Good
Work Motivation	46	30,00	50,00	1877,00	40,80	2,75374	10	81,61	Good
Job Satisfaction	46	36,00	52,00	2237,00	48,63	2,23466	12	81,05	Good
Performance	46	66,00	110,00	4133,00	89,85	4,93949	22	81,68	Good
Valid N (listwise)	46								

Source: Primary Data, Processed by IBM SPSS 24.0, 2020.

From the table above it can be seen that each variable has an average between 40.80 percent - 89.85 percent and the Respondents' Achievement Rate (TCR) between 81.05 percent - 81.68 percent with an average TCR of 81.48 percent. This means that each respondent variable has a good average response.

Multiple Linear Regression Analysis

This analysis is used to determine the effect of the independent variables on the dependent variable (dependent), and the effect of the independent variables and the dependent variable can be calculated through a multiple regression equation. Based on computer calculations using the IBM SPSS for Windows Version 24.0 program.

Following is a recap table for the results of the regression coefficient, t_{count} , significance value, F_{count} value, and R Square (R^2) value. The results can be seen in the following table:

Table2. Multiple Linear Regression Analysis Test

Variable	Coef. Regresi	t_{count}	Sig.
Constant	21,841		
Leadership	0,562	3,939	0,000
Work Environment	0,717	4,666	0,000
Work Motivation	0,290	2,527	0,016
Job Satisfaction	0,529	4,292	0,003
$F_{count}=46,059$	Sig. 0,000		
$R^2 = 0,833$			

Source: Primary Data, IBM SPSS Ver. 24.0, Year 2020.

From the table above, the form of the regression equation model for the effect of work environment, work discipline and work motivation on the performance of the employees of the Civil Service Police Unit of Sungai Penuh City is as follows:

$$Y=21,841+0,562X_1+0,717X_2+0,290X_3+0,529X_4+e$$

Description of the equation above:

$\alpha = 21,841$; This means that without the effect of leadership, work environment, work motivation and job satisfaction, the performance is 21.841%.

$b_1 = 0.562$; it means that there is a positive effect between the leadership variable (X_1) on performance (Y). This shows that the increase or increase in leadership, it will increase performance. The value of the leadership regression coefficient is 0.562, which means that for each increase in one leadership unit, the performance increases by 56.2 percent.

$b_2 = 0.717$; it means that there is a positive effect between work environment variables (X_2) on performance (Y). This shows that the increase or increase in the work environment, it will increase performance. The regression coefficient value for the work environment is 0.717, meaning that for each increase in one work environment unit, the performance increases by 71.7 percent.

$b_3 = 0.290$; it means that there is a positive effect between the work motivation variable (X_3) on performance (Y). This shows that the increase or increase in work motivation, it will increase performance. The regression coefficient value of work motivation is 0.290, which means that for each increase in one unit of work motivation, the performance increases by 29 percent.

$b_4 = 0.529$; it means that there is a positive effect between the job satisfaction variable (X_4) on performance (Y). This shows that the increase or increase in job satisfaction, it will increase performance. The regression coefficient value for job satisfaction is 0.529, which means that for each increase in one unit of job satisfaction, the performance increases by 52.9 percent.

Hypothesis testing

T test (partial)

The t test (partial) is intended to determine the effect of partially (individually) work environment, work discipline and work motivation on performance, and can be tested partially (t test) for each causal variable (independent) on the consequent (dependent) variables follows:

Table 3. *t* test results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	21,841	5,306		4,116	0,000
Leadership	0,562	0,143	0,446	3,939	0,000
Work Environment	0,717	0,154	0,474	4,666	0,000
Work Motivation	0,290	0,115	0,235	2,527	0,016
Job Satisfaction	0,529	0,123	0,349	4,292	0,003

Source: Primary Data, IBM SPSS Ver. 24.0, Year 2020.

1. Effect of Leadership (X_1) on Performance (Y)
The results of the analysis of the effect of the leadership variable (X_1) on the performance variable (Y) obtained the value of $t_{count} = 3.939$ ($df = 46-5 = 41$; $t_{table} = 2.01954$); ($t_{count} > t_{table}$), with a significant level of $0.000 < 0.05$, as a result, hypothesis one (H1) is accepted. The results of the analysis show that partially there is a significant effect between leadership variables on the performance of the employees of the Civil Service Police Unit of Sungai Penuh City.
2. The Effect of Work Environment (X_2) on Performance (Y)
The results of the analysis of the effect of work environment variables (X_2) on the performance variable (Y) obtained the value of $t_{count} = 4.666$ ($df = 46-5 = 41$; $t_{table} = 2.01954$); ($t_{count} > t_{table}$), with a significant level of $0.000 < 0.05$, consequently the second hypothesis (H2) is accepted. The results of the analysis show that partially there is a significant effect between work environment variables on the performance of the employees of Sungai Penuh City Civil Service Police Unit.
3. The Effect of Work Motivation (X_3) on Performance (Y)
The results of the analysis of the effect of the work motivation variable (X_3) on the performance variable (Y) obtained the value of $t_{count} = 2.527$ ($df = 46-5 = 41$; $t_{table} = 2.01954$); ($t_{count} > t_{table}$), with a significant level of $0.016 < 0.05$, as a result, hypothesis three (H3) is accepted. The results of the analysis show that partially there is a significant effect between work motivation variables on the performance of the employees of Sungai Penuh City Civil Service Police Unit.
4. The Effect of Job Satisfaction (X_4) on Performance (Y)
The results of the analysis of the effect of the variable job satisfaction (X_4) on the performance variable (Y) obtained the value of $t_{count} = 4.292$ ($df = 46-5 = 41$; $t_{table} = 2.01954$); ($t_{count} > t_{table}$), with a significant level of $0.003 < 0.05$, as a result, hypothesis four (H4) is accepted. The results of the analysis show that partially there is a significant effect between job satisfaction variables on the performance of the employees of the Civil Service Police Unit of Sungai Penuh City.

F Test (Simultaneous)

F test (model feasibility) is intended to determine the effect of the independent variables simultaneously (together) on the dependent variable. From this table, a simultaneous test (F test) of the independent variables can be carried out simultaneously on the dependent variable.

Table 4. Hasil Uji F ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	454,785	4	113,696	46,059	0,000
Residual	91,334	41	2,468		
Total	546,119	45			

Source: Primary Data, Processed by the Author, 2020.

The results of the analysis of the effect of leadership (X_1), work environment (X_2), work motivation (X_3), and job satisfaction (X_4) simultaneously (together) on performance (Y), obtained an F_{count} of 46.059 with a significance probability of $0.000 < 0,05$. With $df_1 = (k - 1) = 4$, $df_2 = 46 - 5 = 41$, $F_{table} 2.60$, then $F_{count} > F_{table}$ or $46.059 > 2.60$, consequently the hypothesis is accepted. The results of the analysis show that simultaneously (together) there is a significant effect between leadership, work environment, work motivation and job satisfaction variables on the performance of the employees of the Sungai Penuh City Civil Service Police Unit.

Coefficient of Determination (R^2)

Analysis of the coefficient of determination for the variable leadership, work environment, Work motivation, job and satisfaction with the performance of employees are the Sungai Penuh City Civil Service Police Service Unit carried out using the IBM SPSS for Windows Version 24.0 program with the SPSS output form as stated below:

Table 5. Results of R Square

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,913 ^a	0,833	0,815	1,57114

Source: Primary Data, IBM SPSS Ver. 24.0, Year 2020.

Based on the results of the calculation of the regression estimation, the adjusted coefficient of determination or R Square is 0.833, meaning that 83.3 percent of the variation of all independent variables can explain the dependent variable, while the remaining 16.7 percent is explained by other variables not examined in this study.

Because the value of R² is close to 1 (one), the contribution (influence) of the independent variable simultaneously to the dependent is very big effect.

Discussion

Effect of Leadership on Employee Performance

The first objective of this study was to determine the effect of leadership on the performance of the Civil Service Police Unit of Sungai Penuh City. The results of statistical analysis using multiple linear regression indicate that the first hypothesis is accepted. The results of the analysis of the effect of the leadership variable (X_1) on the performance variable (Y) obtained the value of $t_{count} = 3.939$ ($df = 46 - 5 = 41$; $t_{table} = 2.01954$); ($t_{count} > t_{table}$), with a significant level of $0.000 < 0.05$, consequently hypothesis one (H1) is accepted. The results of the analysis show that partially there is a significant effect between leadership variables on the performance of the employees of the Civil Service Police Unit at Sungai Penuh City.

The results of this study provide an indication that leadership has a significant effect on the performance of the Civil Service Police Unit of Sungai Penuh City. Thus, it can be concluded that the performance of the employees of the River City Civil Service Police Unit is determined by their leadership style.

It can be concluded leadership will improve the *performance* or the performance of employees.

The Effect of Work Environment on Employee Performance

The second objective of this study was to determine the effect of the work environment on the performance of the employees of the Civil Service Police Unit of Sungai Penuh City. The results of statistical analysis using multiple linear regression indicate that the second hypothesis is accepted. The results of the analysis of the effect of the work environment variable (X_2) on the performance variable (Y) obtained the value of $t_{count} = 4.666$ ($df = 46 - 5 = 41$; $t_{table} = 2.01954$); ($t_{count} > t_{table}$), with a significant level of $0.000 < 0.05$, consequently the second hypothesis (H2) is accepted. The results of the analysis show that partially there is a significant effect between work environment variables on the performance of the employees of Sungai Penuh City Civil Service Police Unit.

The results of this study indicate that the work environment has a significant effect on the performance of the employees of the Civil Service Police Unit at Sungai Penuh City. Thus, it can be concluded that the performance of the employees of the Sungai Penuh City Civil Service Police Unit is determined by the work environment.

Therefore we can conclude the work environment will improve the *performance* or the performance of employees.

The Effect of Work Motivation on Employee Performance

The third objective of this study was to determine the effect of work motivation on the performance of the employees of the Dharmasraya District Education Office. The results of statistical analysis using multiple linear regression indicate that the third hypothesis is accepted. The results of the analysis of the effect of work motivation variables (X_3) on the performance variable (Y), the value of $t_{count} = 4,896$ ($df = 42 - 4 = 38$; $t_{table} = 2,02439$); ($t_{count} > t_{table}$), with a significant level of $0.000 < 0.05$, as a result, hypothesis three (H3) is accepted; then the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. The results of the analysis show that partially there is a significant effect between work motivation variables on the performance of the employees of the Kayu Aro Barat District Office.

The results in the study are also supported by research by Meutia, et al. (2016), Rahayuningsih and Maelani (2018), and Ikhsan, et al., (2019), in their research they state that work motivation has a positive and significant effect on employee performance.

Therefore we can conclude work motivation will affect the *performance* or the performance of employees.

The Effect of Job Satisfaction on Employee Performance

The fourth objective of this study is to determine the effect of job satisfaction on the performance of the Civil Service Police Unit Officer of Sungai Penuh City. The results of the analysis of the effect of the variable job satisfaction (X_4) on the performance variable (Y) obtained the value of $t_{count} = 4.292$ ($df = 46 - 5 = 41$; $t_{table} = 2.01954$); ($t_{count} > t_{table}$), with a significant level of $0.003 < 0.05$, as a result, hypothesis four (H4) is accepted. The results of the analysis show that partially there is a significant effect between job satisfaction variables on the performance of the employees of Sungai Penuh City Civil Service Police Unit.

The results of this study indicate that job satisfaction has a significant effect on the performance of the employees of the Civil Service Police Unit at Sungai Penuh City. Thus, it can be concluded that the performance of the employees of the Sungai Penuh City Civil Service Police Unit is determined by job satisfaction.

Therefore we can conclude the job satisfaction will affect the *performance* or the performance of employees.

The Effect of Leadership, Work Environment, Work Motivation, and Job Satisfaction Together on Employee Performance.

The fifth objective of this study is to determine the effect of leadership, work environment, work motivation and job satisfaction on the performance of the Civil Service Police Unit of Sungai Penuh City.

Hypothesis testing, from the ANOVA test (Simultaneous Test / F test) obtained the F_{count} of 46.059 with a significance probability of $0.000 < 0.05$. With $df_1 = (k - 1) = 2$, $df_2 = 46 - 4 = 42$, $F_{table} 2.60$, then $F_{count} > F_{table}$ or $21.366 > 2.60$, consequently the hypothesis is accepted. The results of the analysis show that simultaneously (together) there is a significant effect between the leadership variables of the work environment, work motivation and job satisfaction on the performance of the employees of the Civil Service Police Unit of Sungai Penuh City.

V. CONCLUSION

Conclusion

Based on the results of research and data processing that have been done previously, several conclusions can be drawn as follows:

1. Leadership has a significant effect on the performance of the employees of the Sungai Penuh City Civil Service Police Unit
2. The work environment has a significant effect on the performance of the Civil Service Police Unit at Sungai Penuh City
3. Work Motivation has a significant effect on the performance of the employee of the Civil Service Police Unit of Sungai Penuh City
4. Job satisfaction has a significant effect on the performance of the employees of Sungai Penuh City Civil Service Police Unit.
5. Leadership, work environment, work motivation and job satisfaction together have a significant effect on the performance of the employees of the Sungai Penuh City Civil Service Police Unit.

Suggestion

Based on the findings and research conclusions. For this reason, the authors put forward the following suggestions:

1. To the Mayor of Sungai Penuh City in order to make a good contribution to the Sungai Penuh City Civil Service Police Unit for realizing good cooperation. So that later it can increase motivation and satisfactory results on the performance of the employees of the Sungai Penuh City Civil Service Police Unit.
2. To the Head of the Civil Service Police Unit of Sungai Penuh City at the time of changing the existing work structure in the agency, in order to pay attention to the capabilities of the employees. So that later the results of the work carried out by the Civil Service Police Unit of Sungai Penuh City will be better.
3. To the employees of the Sungai Penuh City Civil Service Police Unit to pay more attention to the quality of the work done so that later they can feel satisfied if the results are given to the agency.

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