



# Leadership Style, Motivation, and Work Environment on Job Satisfaction and Employee Performance at the Environment and Hygiene Department of Pekanbaru City

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## Abstract

This study aims to analyze the influence of leadership style, motivation, and work environment on job satisfaction and employee performance at the Pekanbaru City Environment and Hygiene Service. This research is quantitative research by distributing questionnaires to respondents. The sample selection method in this study used the census method so the sample in this study amounted to 58 respondents. Data analysis using Structural Equation Modeling (SEM) using the SmartPLS 3 application. The results of this study indicate that leadership style has no significant effect on job satisfaction, leadership style has no significant effect on performance, the work environment has a positive and significant effect on job satisfaction, and the work environment has no significant effect on job satisfaction. significant effect on performance, motivation has no significant effect on job satisfaction, motivation has a positive and significant effect on performance, and job satisfaction has a positive and significant effect on employee performance.

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

## 1.0 INTRODUCTION

Every organization or agency in implementing the program is always directed to achieve the desired goals. One of the factors to achieve organizational or agency goals is to identify and measure the performance of its employees. The Regional Apparatus Organization is an element of regional government administration which in an effort to achieve its success needs to be supported by good planning in accordance with the vision and mission of the organization.

Based on the Law of the Republic of Indonesia Number 5 of 2014 concerning the State Civil Apparatus (ASN), this is one of the regulations that has become the starting point for changing the face of the bureaucracy in Indonesia. The law has stipulated several basic values of the State Civil Apparatus (ASN) that must be obeyed, which are contained in CHAPTER II Article 4 namely being accountable for their actions and performance (Andi et al., 2022; Hafni et al., 2022) to the public, providing services to the public in an honest, responsive, fast, precise, accurate, efficient, effective and polite, prioritizing the achievement of results and encouraging employee performance (Pernando et al., 2022; Tohan et al., 2022).

Achievement of Employee Work Targets at DLHK Pekanbaru City, the level of employee performance achievements in 2019 and 2020 has decreased from 2018, while in 2021 (85.29) has increased from 2018 (85.19), until 2021 has increased slightly only 85.29. This may indicate that the performance of the agency is still not as expected and overall employee performance is still not optimal.

One of the reasons for the decline in DLHK employee performance is the low level of job satisfaction. To know job satisfaction (Gusriani et al., 2022; Wardana et al., 2022). From the results of the pre-survey with a total of 10 (ten) respondents, it can be seen that the level of job satisfaction of DLHK Pekanbaru City employees is still in the Fairly Satisfied category with an average of 3.15 and not yet in the Satisfied category. The employee at the Pekanbaru City Government Agency is not satisfied with his work which will lead to ineffective work and will have an impact on decreased performance. This is supported by research conducted by stating that job satisfaction has a significant positive effect on performance (Indrawati, 2013). In line with other research conducted by stating that job satisfaction has a direct and positive effect on employee performance (Wahyuniardi et al., 2018). This is

not in line with research conducted by (Hakim et al., 2019) that satisfaction has no significant effect on the performance of the State Civil Apparatus.

A leader is in control (Renaldo et al., 2020, 2021) of the organization, the leader of the organization always makes decisions, makes basic plans and determines organizational goals. Leaders play an important role in being able to influence and mobilize members to achieve institutional/organizational goals in a successful and efficient manner so that they can create good governance as expected, which states that the success or failure experienced by most of the organization is determined by the quality of leadership (Abasilim et al., 2019; Putra & Renaldo, 2020). owned by people entrusted with the task of leading the organization. This is supported by research conducted by (Purnomo & Cholil, 2010) stating that leadership (Atika et al., 2022; Imarni et al., 2022) style has a significant effect on job satisfaction. In line with research conducted by (Sinurat E J, 2017) states that leadership style has a positive effect with a significant level of influence on job satisfaction, but it is not in line with research conducted by (Karnia A & Agustian D W, 2018) that leadership style has no positive and significant effect on job satisfaction. A useful leadership (Fadhli et al., 2022; Ngatno et al., 2022) style is able to inspire everyone to become an organizational group so that they can continue to learn and develop skills, although it can help all people and members so that they can enter part of the organization so that they can become part of a unified community, it can also increase the enthusiasm for work for people who are members of the organization. organization so that it can become part of a unified community can also increase work enthusiasm for people who are members of the organization. Research conducted by (Jamaludin, 2017) states that there is a positive and significant influence between leadership styles on employee performance (Rafizal et al., 2022; Yarmanelis et al., 2022), this is not in line with research conducted by (Haryanto, 2017) that Leadership Style has no positive and insignificant effect on performance.

(Robbin, 2002:55) suggests that motivation is the desire to perform as a willingness to expend a high level of effort for organizational goals, which is conditioned by the ability of that effort to fulfill an individual need. This is in line with research (Deswarta, 2017) that motivation has a significant effect on job satisfaction. Likewise with research (Hakim et al., 2019) that work motivation has a positive and significant effect on job satisfaction. In contrast to research conducted by (Dhermawan et al., 2012) states that motivation has no significant effect on job satisfaction. This driving force is called work motivation so that the performance of employees increases. This is in line with research and research conducted by (Hardiyana, A & Helwiyana, 2011) Work motivation variables affect employee performance, in contrast to research results (Brahmasari, I A & Suprayetno, 2008) that work motivation has an insignificant positive effect on performance. Therefore, agencies need to understand the behavior of employees in the workplace. He must care and understand the needs or motives that move his employees to act. This is important because motivation is a process of fulfilling needs. If their needs are met by their organization, employees will expend extraordinary effort to achieve organizational goals (Robbins & Judge, 2015).

According to (Sedarmayanti, 2017) are all conditions that exist around the workplace that will affect employees both directly and indirectly. Sedarmayanti divided the work environment (Istiana et al., 2022; Juprizon et al., 2022) into two, namely the physical work environment and the non-physical work environment. Organization as a system cannot be separated from the environment, both internal and external. The environment that influences organizational activities is always changing, this means that it can take advantage of opportunities or overcome challenges and threats from a complex environment. The effectiveness of an organization can be seen from work interactions at the individual, group, and organizational levels which result in low absenteeism, low employee turnover, minimum deviant behavior, achieving a conducive work environment and job satisfaction with the organization. The results of research conducted by (Suriyanti, 2019) state that the environment has a significant effect on job satisfaction, in contrast to the results of research (Apriyani, R. W & Iriyanto, 2020) which state that the work environment has a negative and insignificant effect on job satisfaction. Low employee job satisfaction can lead to low performance, employees. Conversely, if employee job satisfaction is high, productivity performance will also be high so that the organization can operate properly and in the end the goals can be achieved. In accordance with research (Hasibuan & Bahri, 2018) the work environment has a positive and significant effect on performance, in line with research (Wahyuniardi et al., 2018) the work environment has a direct and positive effect on performance. In contrast to the results of research conducted by (Arianto, 2013) states that the work environment has no effect on performance.

The aims of this research are: (1). To find out and analyze the influence of Leadership Style on Employee Job Satisfaction at the Pekanbaru City Environment and Sanitation Service. (2). To find out and analyze the effect of motivation on employee job satisfaction at the Pekanbaru City Environment and Sanitation Service. (3). To find out and analyze the influence of the Work Environment on Employee Job Satisfaction at the Pekanbaru City Environment and Sanitation Service. (4). To find out and analyze the influence of Leadership Style on Employee Performance at the Pekanbaru City Environment and Sanitation Service. (5). To find out and analyze the effect of motivation on employee performance at the Pekanbaru City Environment and Sanitation Service. (6). To find out and analyze the influence of the Work Environment on Employee Performance at the Pekanbaru City Environment and Sanitation Service. (7). To find out and analyze the effect of Job Satisfaction on Employee Performance at the Pekanbaru City Environment and Sanitation Service.

## 2.0 LITERATURE REVIEW

### Employee Performance

Performance is a result achieved by a person in carrying out the tasks assigned to him in terms of quality and quantity as well as effectiveness (Indrastuti, 2019).

Employee performance appraisal aims to ensure the objectivity of civil servant development based on achievement systems and career systems. Employee performance appraisal is carried out based on performance planning at the individual level and unit or organizational level, taking into account the targets, achievements, results and benefits achieved and the behavior of civil servants. In Government Regulation of the Republic of Indonesia Number 30 of 2019, that the Civil Servant Work Performance Assessment consists of elements: (1) Employee Work Goals (Quantity, Quality, Time, Cost), (2) Work Behavior (Service Orientation, Integrity, Commitment, Discipline, Cooperation, Leadership)

### Job satisfaction

Job Satisfaction is something that is subjective where this assessment is the result of a conclusion based on a comparison of what is actually received by employees and their work compared to what is expected, desired and estimated as appropriate or entitled according to Gomes in (Indrastuti, 2019). According to (Wibowo, 2014), job satisfaction is a general attitude towards a person's work, which shows the difference between the number of awards received by workers and the amount they believe they should receive.

According to (Luthans, 2011) states that there are five dimensions that can affect job satisfaction, namely: (1) The work itself, employees tend to prefer jobs that provide opportunities to use abilities and skills, freedom and feedback, (2) Payment (Pay), in this case employees want a wage system and promotion policies that are fair, unquestionable and in line with expectations, (3) Promotion opportunities (Promotion opportunities), with promotions enabling organizations to utilize the abilities and expertise of employees as high as possible, (4) Supervision (Supervision), supervision has an important role in an organization because it relates to employees directly and influences employees in doing their work, (5) Coworkers (Coworkers), pleasant social interaction with colleagues can increase job satisfaction;

### Leadership Style

Leadership style basically contains an understanding as a manifestation of the behavior of a leader, which concerns his ability to lead (Zaharuddin, 2021). Various theories have been analyzed over the decades to define effective leaders. According to Robbins (2006: 65) there are four types of leadership styles, namely as follows (Zaharuddin, 2021): (1) Charismatic Leadership Style, (2) Transactional Leadership Style (Charismatic Leadership), (3) Transformational Leadership Style (transformational leadership), (4) Visionary Leadership Style

According to Kartini Kartono (2013:34) leadership style indicators are as follows: (1). Nature, (2). Habit, (3). Temperamen, (4). Character, (5). Personality

### Motivation

Motivation is a deficiency and psychological process that drives behavior or encouragement aimed at incentive purposes (Indrastuti, 2019). Motivation is a factor that encourages someone to do a certain activity, therefore motivation is often interpreted as a driving factor for one's behavior. Motivation is a condition that influences arousing, directing and maintaining behavior related to the work environment (Mangkunegara, 2001).

Indicators of Work Motivation according to Anwar Prabu Mangkunegara (2009:93) as follows: (1) Responsibility, (2) Work Achievement, (3) Opportunities to Advance, (4) Recognition of Performance, (5) Challenging work.

### Work environment

According to (Mangkunegara, 2013) the work environment is all aspects of the physical work, psychological work, and work regulations that can affect job satisfaction and productivity gains. Heizer and Render (2015) describe the work environment as the physical environment in which employees work can affect their performance, safety and quality of work life.

According to (Afandi, 2018) the dimensions and indicators of the work environment are as follows: (1) Lighting dimensions, (2) Color and decoration dimensions, (3) Sound, (4) Air.

### Relationship of Motivation to Employee Performance

If an employee has not mobilized his work performance optimally, then a stimulus is needed so that he wants to use his full potential. This driving force is called work motivation so that the performance of employees increases. This is in line with research (Hasibuan & Bahri, 2018) Work motivation has a positive and significant effect on performance, and research conducted by (Hardiyan, A & Helwiyani, 2011) Work motivation variables affect employee performance; therefore, agencies need to understand behavior of employees at work. He must care and understand the needs or motives that move his employees to act. Thus, it can be concluded that motivation has a positive and significant influence on performance

H5: Motivation has a positive effect on employee performance at DLHK Pekanbaru City.

### **Relationship between Work Environment and Employee Performance**

According to (Mangkunegara, 2011) states that the maximum performance of employees (employees) will be able to achieve maximum performance if he has a high achievement motive. The achievement motive that employees need to have must be grown from within themselves apart from the work environment. This is because the achievement motive that is grown from within oneself will form a self-strength and if the work environment situation supports the performance will be better. Job satisfaction has important meaning for both employees and organizations. Low employee job satisfaction can lead to low performance, employees. Conversely, if employee job satisfaction is high, productivity performance will also be high so that the organization can operate properly and in the end the goals can be achieved. In accordance with research (Hasibuan & Bahri, 2018) the work environment has a positive and significant effect on performance, in line with research (Wahyuniardi et al., 2018) the work environment has a direct and positive influence on performance. Thus, it can be concluded that the work environment has a positive and significant influence on performance

H6: The work environment has a positive effect on employee performance at DLHK Pekanbaru City.

### **Relationship of Job Satisfaction to Employee Performance**

Job satisfaction is a condition felt by a worker in doing his job. It describes whether or not an employee is happy working in an organization. According to (Luthans, 2006) there is a strong relationship between job satisfaction and performance. If someone gets satisfaction at work, then he will produce greater performance. This is supported by research conducted by (Indrawati, 2013) stating that job satisfaction has a significant positive effect on performance. Thus it can be concluded that job satisfaction has a positive and significant influence on performance.

H7: Job satisfaction has a positive effect on employee performance at DLHK Pekanbaru City.

## **3.0 METHODOLOGY**

This research method is designed to answer the problems that have been formulated and the objectives to be achieved, as well as to conduct hypotheses. In accordance with the purpose of this study, which is to explain the causal relationship between variables through hypothesis testing, this type of research uses a survey method with explanatory research type. Explanatory research is used to explain the causal relationship between research variables through hypothesis testing (Hair et al., 2014). Using this method is expected to reveal and answer all the items contained in the problem identification. This study uses a quantitative analysis approach using analytical assistance to make factor analysis of the research variables so that it can be analyzed both direct and indirect effects between the independent variables and the dependent variable. This research was conducted at the Pekanbaru City Environment and Sanitation Service Office on Jl. Dt. Setia Maharaja No. 4 Pekanbaru. The research time starts in June 2022 until August 2022.

### **Population and Sample**

According to (Sugiono, 2014) population is a generalization area consisting of objects/subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. In this study, the total population was all employees of the Pekanbaru City Environment and Sanitation Office, which totaled 58 (fifty eight) people. This study uses samples taken by means of probability sampling. The sample in this study were all employees at the Pekanbaru City Environment and Sanitation Service, totaling 58 (fifty eight) respondents using a saturated or census sample.

### **Data Analysis Techniques**

#### **Descriptive Analysis**

The descriptive analysis in this study contains a discussion of the characteristics of the respondents associated with the responses of the respondents. (1) Analysis of Respondent Characteristics, analysis of respondent characteristics consists of respondent's age, respondent's gender, class, length of work and education. (2) Analysis of Respondents' Responses, the analysis of respondents' responses contains a discussion of the respondents' responses associated with the characteristics of the respondents (Nasution et al., 2022; Sari et al., 2022).

#### **PLS Model Test**

The PLS model test carried out in this study, namely: (1) Validity test, Validity test is a test conducted to measure the accuracy of research instruments or questionnaires. The questionnaire is said to be valid if the statements or statements from the questionnaire can reveal something that will be measured by the questionnaire. The accuracy value of the questionnaire can be measured using the correlation coefficient. The questionnaire is said to be good and valid if the correlation coefficient is  $> 0.3$  (Ghozali, 2011). (2) Reliability Test, the reliability test is a questionnaire test conducted with the aim of measuring the consistency of respondents' answers. The reliability test was carried out with the cronbach alpha statistical test. The questionnaire is said to be reliable if the Cronbach alpha value is  $\geq 0.70$  (Ghozali, 2011). (3) Multicollinearity Test (VIF), the multicollinearity test is carried out by looking at the VIF value. The VIF value must be less than 5, because if it is more than 5 it indicates multicollinearity

between constructs (Ghozali and Latan 2015). (4) R Square test, the coefficient of determination (R Square) is a way to assess how much endogenous constructs can be explained by exogenous constructs. The value of the coefficient of determination (R Square) is expected to be between 0 and 1. R Square values of 0.75, 0.50, and 0.25 indicate that the model is strong, moderate, and weak.

### Analysis of Structural Equations and Hypotheses

To help processing structural equations Smart PLS is used. The stages of structural equation analysis are as follows: (1) Development of a model based on theory. The model that has been designed must be based on causality and this relationship must be supported by existing theory. This stage has been discussed in the framework of thinking and hypotheses. (2) Prepare path diagrams and structural equations. (3) Model Evaluation in PLS-SEM, model evaluation in PLS consists of two stages, namely evaluation of the outer model or measurement model and evaluation of the inner model or structural model (structural measurement). For the partial test, the P-value is used. The P value is a value that indicates the probability of incorrectly rejecting  $H_0$  from the research data. P-values are a significance value obtained in testing a hypothesis that represents the probability of an event or hypothesis occurring. P-values are used as an alternative for determining whether the null hypothesis is accepted or rejected. The smaller the p-value, this indicates that the opportunity to reject the null hypothesis is greater. Criteria for testing the hypothesis: (a) P-values  $< \alpha = 0.05$  then the hypothesis is accepted. This means that partially the independent variables have a significant influence on the dependent variable, (b) P-values  $> \alpha = 0.05$ , the hypothesis is rejected. This means that partially the independent variables do not have a significant influence on the dependent variable.

## 4.0 RESULTS AND DISCUSSION

### Descriptive Analysis Results

#### Respondent Profile

The results of the analysis of the respondent's profile are shown in table 1.

**Table 1. Results of Respondent Profile Analysis**

Profile	Category	Amount	Percentage
Gender	Man	33	56.89%
	Woman	25	43.11%
Age	20-30 years	2	3.45%
	31-40 years	22	37.93%
	41-50 years	29	50.00%
	>50 years	5	8.62%
Education	junior high school	1	2.00%
	high school	12	21.00%
	Diploma	4	7.00%
	S1	35	60.00%
	S2-S3	6	10.00%
Years of service	1-5 Years	4	6.90%
	5-10 Years	3	5.17%
	10-15 Years	33	56.90%
	>15 yrs	18	31.03%
Room type	Goal. II	13	22.41%
	Goal. III	42	72.42%
	Goal. IV	3	5.17%

Source: Processed Data, 2022

From table 1 it can be seen that the majority of respondents are male. This means that the number of employees is more male than female. The majority of DLHK employees are in the 41-50 year range. DLHK employees have an undergraduate education level (S1). This means that bachelor's degree education is dominant because from the start the recruitment of civil servants was already bachelor's degree and coupled with the willingness of employees to continue their education to bachelor's degree after being accepted as civil servants. DLHK employees with a working period of 10 to 15 years have the largest percentage, namely 56.90% or 33 people, this shows that employees already have long work experience, so that work is carried out well with existing experience. 72.42% of DLHK employees or 42 employees are in class/room III.

### Respondents' Responses

The results of the recapitulation of respondents' answers are shown in table 2.

**Table 2. Respondents' Responses**

Variable	Average Value of Respondents' Answers	Conclusion
Leadership Style	3.71	Good
Motivation	3.88	Good
Work environment	3.73	Good
Job satisfaction	3.80	Satisfied
Employee Performance	4.26	Very high

Source: Processed Data, 2022

From table 2 above it can be concluded that all respondents' answers were concluded both for variables X1 and X2 and X3, while the answers for variable Y1 were satisfied and variable Y2 was very high.

### PLS Model Test Results

#### Validity and Reliability Test

The correlation coefficient value of each statement in this study was greater than 0.30 (Corrected Item-Total Correlation > 0.30), meaning that all statements in this study were valid. the outer loading value is greater than 0.7, meaning that the indicators of this research variable are accepted or valid and included in this study. for MO2 and MO5 it is still below 0.7, but is still considered valid. The validity of the statement or questionnaire is also indicated by the Average Variance Extracted (AVE) value which is overall greater than 0.50 (AVE > 0.50).

Reliability in this study is indicated by a Cronbach Alpha value that is greater than 0.70 (CA > 0.70). Then, reliability is also indicated by the Composite Reliability value which is greater than 0.70 (CR > 0.70). That all variables have Cronbach Alpha and CR values greater than 0.70. That is, all variables in this study are reliable.

#### Multicollinearity Test and Coefficient of Determination (R<sup>2</sup>)

The results of the Multicollinearity Test and the Coefficient of Determination (R<sup>2</sup>) are shown in table 3.

**Table 3. Multicollinearity Test Results**

Variable	Satisfaction	Employee Performance	Conclusion
Leadership Style	2.197	2.232	There are no symptoms of multicollinearity
Motivation	2.632	2.722	There are no symptoms of multicollinearity
Work environment	1.315	1.454	There are no symptoms of multicollinearity
Job satisfaction		1.250	There are no symptoms of multicollinearity

Source: Processed Data, 2022

From the table above, the VIF of each variable in this study shows a number less than 10, which means there is no multicollinearity

**Table 4. The Coefficient of determination (R<sup>2</sup>)**

	R Square	R Square Adjusted
Performance (Y2)	0.659	0.633
Satisfaction (Y1)	0.200	0.156

Source: Processed Data, 2022

From the table above it can be seen that the R for performance is 0.656 with the R Square number being 0.633 which means 63.3% of the variation in the level of employee performance at DLHK Pekanbaru City can be explained by variations in leadership style, motivation, work environment and satisfaction while the remaining 36.7 % influenced by other factors not included in this study. R for satisfaction is 0.200 which indicates that R Square is 0.156 which means 15.6% level of satisfaction is explained by variations in leadership style, motivation and work environment while 84.4% is influenced by other factors not included in this study.

### Hypothesis Test Results

The results of the hypothesis test are shown in table 5 below:

**Table 5. Hypothesis Test Results**

Variable	Original Sample (O)	T Statistics (O/STDEV)	P Values	Conclusion
Leadership style – job satisfaction	-0.168	0.872	0.384	Influence is not significant
Leadership style – performance	0.224	1.561	0.119	Influence is not significant
Job satisfaction – Employee performance	0.353	3.234	0.001	Positive and Significant Influence
Work environment – job satisfaction	0.333	3.535	0.000	Positive and Significant Influence
Work environment – employee performance	-0.052	0.449	0.654	Influence is not significant
Motivation – job satisfaction	0.268	1.515	0.130	Influence is not significant
Motivation – employee performance	0.492	3.119	0.002	Positive and Significant Influence

*Source: Processed Data, 2022*

## Discussion

### The Effect of Leadership Style on Job Satisfaction

This study obtained the results that leadership style has no significant effect on employee job satisfaction, meaning that the level of leadership style has no significant effect on job satisfaction. This means that the high or low level of employee leadership style at the Pekanbaru City Environment and Sanitation Service has no effect on employee job satisfaction. Implementation of leadership style activities that are more towards suppressing employees may cause an employee to achieve satisfaction at work, but not necessarily have a positive influence in forming the personality of subordinates to work sincerely to achieve organizational goals. This corresponds to the lowest value statement where many respondents disagree that "The leaders in our agency have good habits in leading". It can be interpreted that the better the leadership style does not necessarily affect the level of job satisfaction of employees at DLHK Pekanbaru City.

This research shows that a good leadership style does not necessarily create good job satisfaction as well. This is supported by research conducted by (Karnia A & Agustian D W, 2018) that leadership style has no significant effect on job satisfaction. And it is not in line with research conducted by (Sinurat E J, 2017) stating that leadership style has a positive effect with a significant level of influence on job satisfaction.

### The Effect of Motivation on Job Satisfaction

The findings of this study resulted in motivation not having a significant effect on job satisfaction, which means that high or low motivation has no significant effect on job satisfaction. This means that the high or low level of employee motivation at the Pekanbaru City Environment and Sanitation Service has no effect on employee job satisfaction. There is satisfaction with the job which is expressed in pleasure towards the job. This is a consideration for the Pekanbaru City Environment and Sanitation Service to further increase the motivation of civil servant employees because motivation plays an important role in increasing job satisfaction. The positive sign is that there is a unidirectional relationship between motivation and job satisfaction, the higher the motivation obtained by employees either from colleagues or from within the employee itself, the higher the job satisfaction felt by employees.

This research shows that good motivation can create good job satisfaction as well. This is in line with research conducted by (Dhermawan et al., 2012) which states that motivation has no significant effect on job satisfaction. In contrast to the research conducted (Hakim et al., 2019) that work motivation has a positive and significant effect on job satisfaction.

### The Effect of the Work Environment on Job Satisfaction

The results showed that the work environment had a positive and significant effect on employee job satisfaction at the Pekanbaru City Environment and Sanitation Service. This means that the better the existing work environment, the higher the job satisfaction of employees. The work environment is very influential on job satisfaction, the higher the level of the work environment, the higher the job satisfaction of DLHK Pekanbaru City employees.

A good work environment will provide personal comfort and can arouse employee morale so that they can carry out their duties properly. Besides that, employees will be happier and more comfortable at work if the facilities are clean, not noisy, air exchange is good enough and the equipment is adequate and relatively modern. With a good work environment will affect the job satisfaction felt by employees. In line with the results of research conducted by (Surianti, 2019) stating that the environment has a significant effect on job satisfaction, in contrast to the results of research (Apriyani, R. W & Iriyanto, 2020) stating that the work environment has a negative and insignificant effect on job satisfaction.

### **The Effect of Leadership Style on Employee Performance**

Based on the research that has been compiled, it is found that Leadership Style has no significant effect on employee performance, which means that high and low leadership styles do not affect employee performance at DLHK Pekanbaru City.

In accordance with the statement from the highest answer of the respondent "The leaders in our agency have good nature towards their subordinates", "Leaders have a good personality towards their subordinates", "Leaders always advise, encourage their subordinates". From this statement it can be interpreted that leaders at the Pekanbaru City Environment and Sanitation Service have good character and personality, always advise and encourage their subordinates, but all of this has no effect on improving employee performance. A good leadership style is one in which influence, information, decision-making and motivation are aimed at improving or advancing the organization and not harming employees, because good leadership will create a pleasant atmosphere and can grow and improve employee performance.

This is in line with research conducted by (Haryanto, 2017) that Leadership Style has no significant effect on performance, in contrast to research conducted by (Jamaludin, 2017) stating that there is a positive and significant influence between leadership style on employee performance,

### **The Effect of Motivation on Employee Performance**

The results of data analysis show that motivation has a positive and significant influence on employee performance at the Pekanbaru City Environment and Sanitation Service. The method of motivation applied by the Pekanbaru City Environment and Sanitation Service can be seen from the direct benefits felt by employees with a positive and significant impact on performance, the better the motivation by management (Napitupulu et al., 2021) towards employees, the better the performance produced by employees. If motivation continues to be increased then employee performance will also increase and be more optimal and vice versa. In relation to efforts to improve employee performance, it is necessary to have a number of high work motivation. We can see from the highest score from the respondent's statement that reads "All responsibilities carried out can be completed properly". This statement illustrates that motivation can provide enthusiasm for employees in carrying out work, thus providing job satisfaction for employees to improve performance.

Therefore, work motivation has a very close relationship with employee performance. Providing individual work motivation to employees will run faster so that employees can work optimally. This is in line with research and research conducted by (Hardiyan, A & Helwiyani, 2011) Work motivation variables affect employee performance, in contrast to research results (Brahmasari, I A & Suprayetno, 2008) that work motivation has no significant effect on performance.

### **The Effect of the Work Environment on Employee Performance**

Research finds that the work environment has no significant effect on employee performance, which means high and low work environment does not necessarily affect employee performance. A conducive work environment does not necessarily have a positive impact on employees in improving the performance of Pekanbaru City Environment and Sanitation Service employees. This means that the better the working environment, the lower the employee's performance.

This is quite reasonable because the work environment variable as measured through the music indicator in the workplace shows the lowest response by employees so it can be assumed that the sound of music in the workplace can have a negative effect on employee performance. In accordance with research with the results of research conducted by (Arianto, 2013) states that the work environment has no significant effect on performance. Different from research conducted by (Hasibuan & Bahri, 2018) the work environment has a positive and significant effect on performance.

### **The Effect of Job Satisfaction on Employee Performance**

In this study it was found that satisfaction has a positive and significant effect on employee performance, which means that good satisfaction will improve employee performance. This means that if the value of the variable job



satisfaction is increased, it will increase the value of other variables, namely the employee performance variable, even though the increase is included in the moderate level.

Thus, that the variable job satisfaction partially has a positive and significant effect, meaning that it has a very strong influence on employee performance. So that job satisfaction is very important to be able to support employee performance, for this it is necessary to maintain what is already good and must continue to evaluate and improve job satisfaction. In accordance with the statement "I was given responsibility and trust in the work and I feel satisfied". This statement shows that employees are very happy to be given responsibility and trust. By being given responsibility and trust, it will create a good work spirit, so that it can increase job satisfaction and improve performance for employees.

This is in line with research conducted which states that job satisfaction has a significant positive effect on performance (Indrawati, 2013). In line with other research conducted by stating that job satisfaction has a direct and positive effect on employee performance (Wahyuniardi et al., 2018). However, it is different from the results of research conducted by (Hakim et al., 2019) that satisfaction does not significantly affect the performance of the State Civil Apparatus.

## 5.0 CONCLUSION

### Conclusion

From the results and discussion, the conclusions of this study can be drawn as follows: (1) Leadership style has no significant effect on job satisfaction. meaning that the level of leadership style does not have a significant effect on job satisfaction. (2) Motivation has no significant effect on job satisfaction, which means high and low motivation has no significant effect on job satisfaction. This means that the high or low level of employee motivation at the Pekanbaru City Environment and Sanitation Service has no effect on employee job satisfaction. (3) The work environment has a positive and significant effect on employee job satisfaction at the Pekanbaru City Environment and Sanitation Service. This means that the better the existing work environment, the higher the job satisfaction of employees. (4) Leadership style has no significant effect on employee performance, which means that high and low leadership style does not affect employee performance and whether leadership style is good or not cannot influence and improve performance at DLHK Pekanbaru City. (5) Motivation has a positive and significant influence on employee performance at the Pekanbaru City Environment and Sanitation Service. The method of motivation applied by the Pekanbaru City Environment and Sanitation Service can be seen from the direct benefits felt by employees with a positive and significant impact on performance, the better the motivation by management towards employees, the better the performance produced by employees. if motivation continues to be increased then employee performance will also increase and be more optimal and vice versa. (6) Work environment has no significant effect on employee performance. This means that high and low work environment does not necessarily affect employee performance. (7) Job satisfaction has a significant positive effect on employee performance, meaning that the higher the job satisfaction of employees at the Pekanbaru City Environment and Sanitation Service, it will affect the level of employee performance achievement.

### Recommendation

Based on the discussion and conclusions above, there are several suggestions that need to be conveyed in improving employee performance as follows: (1) For Agencies, (a) Leaders must pay attention to employees who have good performance. One of the motivating ways to improve employee performance is giving rewards. Leaders at DLHK must pay attention to giving rewards to employees so that morale grows and develops so that employee performance will increase. (b) To provide a sense of comfort and calm to employees in carrying out work, leaders must pay attention to sounds that are around the office, such as the sound of music, the sound of machines, and others. Sometimes some employees don't like the sound of music, so for the sake of peace and smoothness of employees at work, leaders must maintain a calm and comfortable office atmosphere, so that a conducive work environment can increase even better job satisfaction. (c) Employees are not satisfied with the promotion system that exists at DLHK Pekanbaru City, because it is not carried out in a transparent manner and is not based on achievement but based solely on closeness. For this reason, it is hoped that the leadership, in appointing officials, should pay attention to the performance and work achievements of each employee. So that the system of awarding positions and promotions to employees who have good performance will encourage employee enthusiasm in improving performance and employee job satisfaction will also increase. (2) For further academics/researchers, (a) it is recommended for further researchers who are interested in the same theme, with this research it is suggested to use another sampling method with a larger number of samples so that the influence of the independent and dependent variables is more measurable, stronger and better. (b) Next, it is suggested to the next researcher who is interested in the same theme and object, it is better to use other variables so that it can be seen what factors actually have a stronger influence on employee satisfaction and performance at DLHK Pekanbaru City.

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