The Influence of Leadership Style and Work Environment on Employee Job Satisfaction at the Human Resources Development and Personnel Agency of South Tangerang City

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Abstract

The purpose of this research is to examine the influence of leadership style and work environment on job satisfaction with a positive and significant impact, both partially and simultaneously, at the Human Resources Development and Personnel Agency of South Tangerang City. This study utilizes a quantitative research method with an associative approach. Both primary and secondary data sources were used. Data collection was conducted through questionnaires using a Likert scale method. The population consists of 47 individuals, employing a saturated sampling technique. Testing included instrument tests (validity and reliability tests), classical assumption tests (normality, heteroscedasticity, and multicollinearity tests), and employed multiple regression and the coefficient of determination (R^2). Statistical tests included partial testing or t-test and simultaneous testing or F-test. Data processing was conducted using SPSS version 25. The results of this research indicate that leadership style does not significantly affect job satisfaction, while the work environment has a positive and significant effect on job satisfaction. Moreover, there is a combined influence of leadership style and work environment on job satisfaction.

Keywords: *Leadership Style, Work Environment, Job Satisfaction.*

A. INTRODUCTION

The current state of the business world is filled with increasing competition, where Human Resources (HR) play a critical role in an organization's success. Despite numerous technological elements that may replace certain tasks, Human Resources remain the most crucial and irreplaceable factor in supporting an organization's growth and development, even in governmental institutions. According to Sedarmayanti (2017:3) human resources are the most valuable assets of a company, as the success of a company is determined by its workforce. This stems from their contribution as the primary drivers of company operations, maintaining sustainability, and achieving predetermined objectives. Given that competent and sufficient HR significantly contributes to the company where they work, they must be managed optimally, with job satisfaction prioritized through Human Resource Management (HRM).

The Personnel and Human Resource Development Agency (BKPSDM) of South Tangerang City is a government body that plays an essential role in managing human resources within the governmental sector. Its responsibilities include recruitment, selection, training and development, management, and improvement of the quality of

human resources among local government employees. This agency oversees the administration and management of civil servants (PNS) to ensure effectiveness and efficiency in supporting the city government's optimal performance.

In fulfilling its duties, BKPSDM must also ensure the job satisfaction of its employees, as their contributions determine the smooth operation of bureaucratic processes. Additionally, employee job satisfaction serves as a metric for employees' perceptions of their work. High job satisfaction generally leads to more enthusiastic, loyal, and productive employees. Conversely, low job satisfaction can result in issues such as decreased motivation and increased employee turnover. Therefore, job satisfaction refers to the extent to which an employee evaluates the reality of their work. It encompasses various aspects such as remuneration, work environment, relationships with colleagues and superiors, and opportunities for self-development.

According to Nilsson (2024:53) "Dissatisfaction with the mental work environment has been described to con-tribute to work-related issues and ill-health. Furthermore, a stressful work situation is an underlying cause for many accidents". Poor and stressful work environments lead to stress and decreased job satisfaction. Hence, it is essential to understand the factors that can influence job satisfaction. Employee job satisfaction is often affected by how they are treated by superiors and peers, as well as the work environment they encounter in performing their tasks. This finding is supported by previous research conducted by (Fajriyah and Iwan Prasetya 2015) which showed that leadership style and work environment positively and significantly influence employee job satisfaction simultaneously.

Leadership style is an essential factor that shapes individual job satisfaction within an organization. According to research conducted by (Waworundeng, Areros, and Rumawas 2021) leadership style positively and significantly affects job satisfaction. Conversely, research by (Purnama, Nyoto, and Komara 2019) shows different results, indicating that job satisfaction is not influenced by leadership style. Leadership style is a behavioral design created to align the company's goals with a leader's skills and attitudes in managing the company to achieve established objectives. It also motivates employees to work together harmoniously and contribute optimally to achieving organizational goals.

According to Malkan in research by (Basir et al. 2023) one of the causes of the decrease in work performance and satisfaction is a consequence of a leadership style problem that is not adequately updated in an organization. When a leader can create an appropriate, effective, and suitable leadership style, employee job satisfaction will significantly increase. Employee confidence and productivity will rise, and they will contribute maximally to achieving organizational goals, as employees feel valued, supported, and empowered by their leader.

The work environment is another factor believed to influence employee satisfaction. Similar to the research conducted by (Rulianti and Nurpribadi 2023) which shows that the work environment positively and significantly affects employee satisfaction. Nitisemito (2019) states that the work environment encompasses everything surrounding employees that can influence their performance in carrying

out their tasks and responsibilities according to their job descriptions. This is vital in creating a good, conducive, and comfortable work environment. A positive work environment provides a sense of safety and comfort for employees, motivating them to carry out their tasks. Conversely, a poor work environment, such as a lack of harmonious relationships between coworkers or between leaders and subordinates, can reduce morale and decrease employee satisfaction. A supportive work environment, including harmonious working relationships, a comfortable atmosphere, and adequate facilities, tends to foster a positive work environment that ultimately enhances employee motivation and satisfaction.

When an employee is motivated, they strive to deliver their best by utilizing their abilities to complete tasks effectively. Therefore, a good and supportive work environment also influences employee productivity. Factors such as physical comfort, social support among employees, and adequate work facilities also affect the job satisfaction of employees at the Personnel and Human Resource Development Agency. A poor work environment, on the other hand, can hinder the organization from achieving its goals. Thus, a good work environment can positively impact employee job satisfaction.

This study aims to examine the influence of leadership style and work environment on employee job satisfaction at the Personnel and Human Resources Development Agency of South Tangerang City.

B. LITERATURE REVIEW

1. Job Satisfaction

Job satisfaction is the sense of fulfillment employees feel regarding the outcomes of their work. It occurs when they evaluate various aspects of their job and find that the results meet or even exceed their expectations. According to Robbins and Judge in research by (Muhammad Ardia Widyatama, Heru Meireza 2021) assume that job satisfaction is a positive assessment of employees about their work, where the assessment comes from evaluating the characteristics of the job. Handoko (2016) defines job satisfaction as the emotional condition of happiness or unhappiness experienced by employees when viewing the tasks they perform. Meanwhile, Robbins, as cited in book (Busro, 2020:101) describes job satisfaction as a general attitude toward one's job, highlighting the gap between the amount of reward an employee receives and the amount they believe they should receive.

Job satisfaction significantly impacts various aspects of company operations, such as team performance, retention rates, and employee loyalty. Therefore, it is essential to understand the factors that can influence employee job satisfaction. According to Herzberg in book (Busro, 2020: 110-111) there are four main factors that affect employee job satisfaction:

a. Psychological Factors, related to the employee's psychology, including aspects such as: Interest; comfort in working; attitude toward work; and skill aptitude.

b. Social Factors, related to social interaction, including interaction aspects such as: Interactions with colleagues; interactions with superiors; and interactions with employees in different roles.
c. Physical Factors, related to the physical conditions of the work environment and employees' physical health, including aspects such as: Types of work; scheduling and break times; work equipment; conditions of the workspace, lighting, air circulation; and employee health, age, and other related factors.
d. Financial Factors, related to employee security and well-being, including aspects such as: Salary system and amount; social security; benefits/facilities provided; promotions, and other related aspects.

According to Robbins (2014:50) the dimensions and indicators of job satisfaction include:

a. The Work Itself, with indicators such as: Tasks that match an employee's abilities and work that is mentally challenging.
b. Salary or Wages, with indicators such as: The number of salary/wages and the promptness of salary payment.
c. Promotion, with indicators such as: Opportunities for advancement and the system for promotion.
d. Supervision, with indicators such as: The supervision provided by management and the methods of supervision chosen by management.
e. Co-workers, with indicators such as: Satisfaction in relationships with colleagues and satisfaction in relationships with supervisors.

2. Leadership Style

How a leader performs their role to achieve previously planned objectives is referred to as leadership style. This involves how supervisors encourage and guide their subordinates to carry out tasks that support the attainment of those goals. According to Sutrisno (2017) leadership style is the ability of an individual to motivate others by leading, influencing, and directing them to perform tasks to achieve the desired performance outcomes. Utari and Hadi, in their research (Hendrik, 2023) explain that leadership style is how leaders motivate and guide their subordinates in a directed manner to achieve goals. According to Lussier in the research by (Golmoradi and Ardabili 2016) leadership style is a combination of characteristics, skills, and behaviors that managers utilize to interact with their employees.

An effective leadership style is not just about commanding and directing a team, but also about building strong relationships and supporting the development of individuals as well as the organization as a whole. Factors relevant to leadership style, according to Setiawan dan Muhith (2013:31) include:

a. Personality
b. Expectations and behaviors of superiors
c. Characteristics, expectations, and behaviors of subordinates, which influence leadership style
d. Task requirements

e. Organizational climate and policies, which affect the expectations and behaviors of subordinates
f. Expectations and behaviors of peers

The dimensions and indicators of leadership style, according to Busro (2018:251) in the research by (Imelda, Imanuel Tarigan, and Syawaluddin 2021) are as follows:

a. Initiating Structure, with indicators such as: organizing work, work relationships, and objectives.
b. Consideration, with indicators such as: mutual trust, valuing subordinates' ideas, being attentive to feelings, and high level of concern.

3. Work Environment

The key to achieving the success of an organization lies in a conducive work environment. By ensuring and maintaining a healthy and pleasant work environment, organizations can enhance employee loyalty and job satisfaction while reducing stress levels and employee turnover. Suparyadi (2015) states that the work environment consists of what surrounds employees within their work scope, which can motivate them to carry out all their assigned tasks. According to (Mangkunegara 2017), the work environment encompasses all the tools, equipment, and materials encountered daily, the surrounding environment at the workplace, the methods of work, and the management of work, both individually and in groups. According to Munro and Hope in the research by (Hu et al. 2024) work environment refers to the geographical and social context in which an individual engages in work, including physical conditions of the workplace, organizational culture, interpersonal relationships, and job requirements.

The factors of the work environment encompass all aspects surrounding employees that can affect them physically and mentally in carrying out their tasks. According to Sedarmayanti (2017) in the research by (Pusparani 2021) the factors influencing the work environment include: Lighting or illumination, Temperature, Humidity, Air circulation, Decoration, Music, Workplace safety.

According to Sedarmayanti (2017:45) the dimensions and indicators of the work environment are:

a. Physical work environment, with indicators: lighting, workspace circulation, room layout, decoration, noise, and facilities.
b. Non-physical work environment, with indicators: relationship with leadership, and relationship among coworkers.

4. Hypothesis

According to Sugiyono (2017:63) a hypothesis is a provisional answer to the formulation of the research problem. The term "provisional" here means that the answer is still based only on theory that has relevance, not yet based on empirical facts obtained from data collection results. The hypotheses to be tested for their validity in this research are as follows:

H_1: There is an influence of leadership style on employee job satisfaction;
H_2: There is an influence of the work environment on employee job satisfaction;
H_3: There is a simultaneous influence of leadership style and work environment on employee job satisfaction.

C. METHOD

1. Research Design

According to Sugiyono's explanation (2017:8), quantitative research is a research method based on the philosophy of positivism, used to study specific populations and samples. Data is collected using research instruments, and data analysis is quantitative/statistical, aimed at testing predetermined hypotheses. This research utilizes a quantitative method with an associative approach.

The quantitative method was chosen because it can yield statistically measurable data, such as numbers and quantitative information. This associative approach aims to determine the relationship between several variables under study. In this research context, there are three main variables being analyzed: the independent variables (leadership style and work environment) and the dependent variable (job satisfaction).

2. Data Sources, Research Location, and Time

Sugiyono (2017:137) describes primary data sources as data obtained directly by researchers through distributing questionnaires to employees who serve as respondents, whereas secondary data sources include data from journals, company data, and books.

This research uses two data sources: primary and secondary data. Primary data is collected through questionnaires as the main research instrument. The questionnaire is designed using a Likert scale for assessment measurement, where respondents are asked to provide their responses on a scale ranging from strongly disagree to strongly agree.

The research location is the Civil Service and Human Resource Development Agency (BKPSDM) of South Tangerang City, located at Jl. Adi Sengkong No. 50, Serua, Ciputat District, South Tangerang City, Banten 15414. The research is scheduled to take place from September 2024 to October 2024. This duration is selected to ensure that the data collected covers a sufficient period for conducting comprehensive and valid analysis.

3. Population and Sample

Population is the generalization area consisting of objects/subjects with certain qualities and characteristics set by the researcher to be studied and concluded (Sugiyono, 2017:80). The population in this research consists of all employees of BKPSDM South Tangerang City, totaling 47 people. Sugiyono (2017:81) defines sample as part of the quantity and characteristics possessed by the population. By involving

the entire population as the sample, the data obtained is expected to provide accurate and reliable representation of the relationship between variables. The sample in this research includes the entire population using a saturated sample technique.

4. Data Collection Methods

Based on the technique, according to Sugiyono (2017:224), "data collection is the most strategic step in research, as the main objective of data collection is to obtain valid, accurate, and reliable data, so that the conclusions in this research are undoubtedly accurate." Data is collected by the researcher through questionnaires containing a series of statements or options that respondents must answer or select to gather truthful data. This facilitates data analysis, as all answers are structured according to predetermined categories.

5. Data Analysis Method

The data analysis to be conducted includes data instrument testing (validity and reliability tests), classical assumption testing (normality test, heteroscedasticity test, and multicollinearity test). It also employs Multiple Regression Method and Determination Coefficient (R^2), along with hypothesis testing which includes partial testing (t-test) and simultaneous testing (F-test). Data analysis and processing will be carried out with the assistance of SPSS 25.

D. RESULTS AND DISCUSSION

1. Data Instrument Testing

a. Validity Test

Validity testing

Variable	Item	Calculated r Value (r_hitung)	Table r Value (r_tabel)	Description
Leadership Style (X1)	GK 1	0,523	0,288	Valid
	GK 2	0,571	0,288	Valid
	GK 3	0,518	0,288	Valid
	GK 4	0,541	0,288	Valid
	GK 5	0,547	0,288	Valid
	GK 6	0,543	0,288	Valid
	GK 7	0,655	0,288	Valid
Work Environment (X2)	LK 1	0,428	0,288	Valid
	LK 2	0,713	0,288	Valid
	LK 3	0,529	0,288	Valid
	LK 4	0,580	0,288	Valid
	LK 5	0,505	0,288	Valid
	LK 6	0,434	0,288	Valid
	LK 7	0,723	0,288	Valid
	LK 8	0,594	0,288	Valid
Job Satisfaction (Y)	KK 1	0,623	0,288	Valid
	KK 2	0,558	0,288	Valid

	KK 3	0,440	0,288	Valid
	KK 4	0,502	0,288	Valid
	KK 5	0,442	0,288	Valid
	KK 6	0,490	0,288	Valid
	KK 7	0,496	0,288	Valid
	KK 8	0,606	0,288	Valid
	KK 9	0,539	0,288	Valid
	KK10	0,732	0,288	Valid

Source: Data Processed Using SPSS 25

The validity test results above show that all statements in the variables Leadership Style (X1), Work Environment (X2), and Job Satisfaction (Y) are declared valid. This is evident as the calculated r-value are greater than the table r-value of 0.288.

b. Reliability Test

Reliability testing

Variable	Cronbach's Alpha	Description
Job Satisfaction	0.725	Reliable
Leadership Style	0.621	Reliable
Work Environment	0.692	Reliable

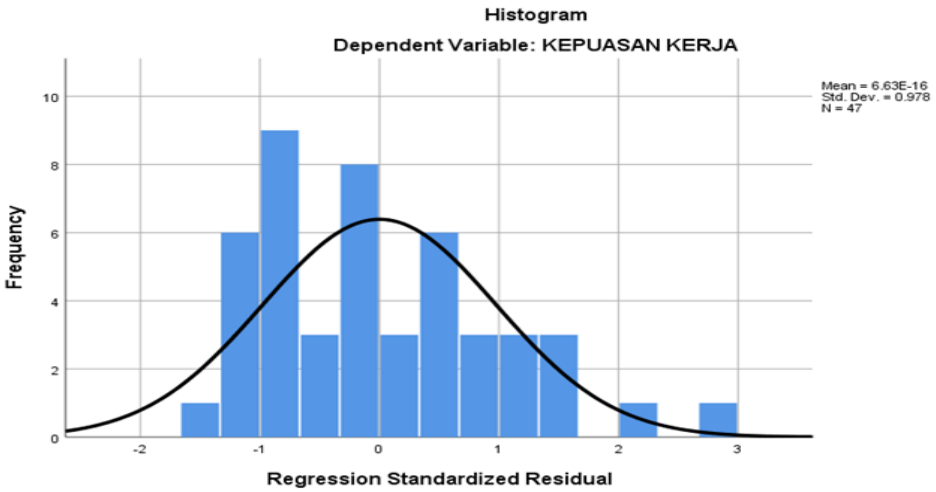
Source: Data Processed Using SPSS 25

The reliability test results above indicate that all variables have a Cronbach's Alpha value > 0.600. Therefore, it is concluded that the results meet the reliability test criteria or are acceptable.

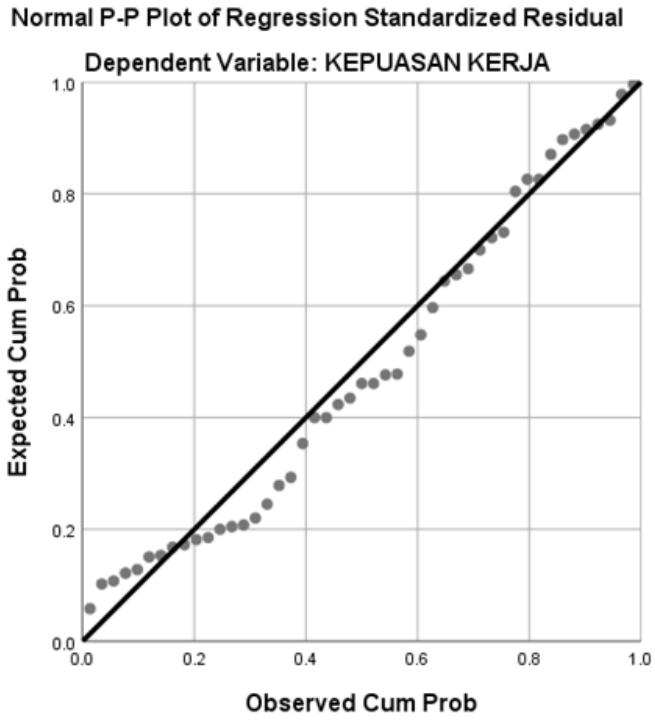
2. Classical Assumption Testing

a. Normality Test

Normality Test



Source: Data Processed Using SPSS 25

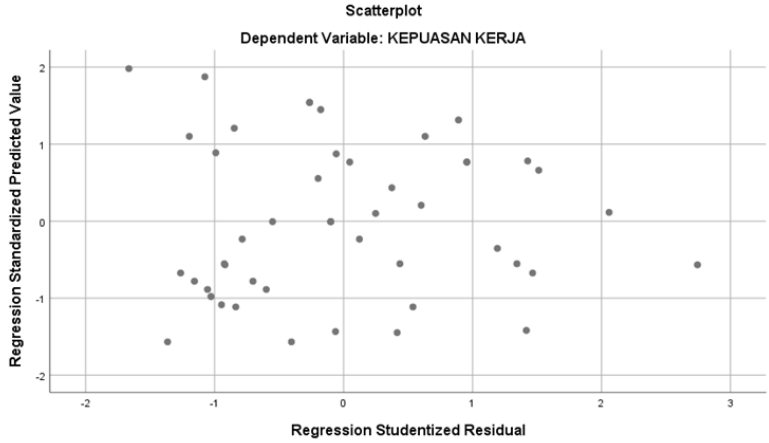


Source: Data Processed Using SPSS 25

Based on the explanation of the histogram graph, it can be stated that the graph has a distribution pattern that approaches normality. Meanwhile, in the scatterplot above, it is observed that the points are close to the diagonal line. If the residual data distribution is normal, then the line representing the actual data follows the diagonal line. Therefore, it can be concluded that the model is fit and it can be stated that the residual data distribution is normal.

b. Heteroscedasticity Test

Heteroscedasticity Test



Source: Data Processed Using SPSS 25

From the results of the Heteroscedasticity Test, it can be observed that the points are dispersed and do not cluster in one area, nor do they form a clear specific pattern. Therefore, the above image can be interpreted as indicating that heteroscedasticity is not present.

c. Multicollinearity Test

Multicollinearity Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	11.586	5.427		2.135	.038		
	GAYA KEPEMIMPINAN	.230	.151	.174	1.528	.134	.886	1.129
	LINGKUNGAN KERJA	.722	.132	.624	5.476	.000	.886	1.129

a. Dependent Variable: KEPUASAN KERJA

Source: Data Processed Using SPSS 25

From the calculation of the multicollinearity test, it can be seen that the tolerance values for leadership style (X1) and work environment (X2) are both equal at 0.886 > 0.10. Additionally, the VIF values for both variables are also 1.129 < 10.00. This indicates that there is no multicollinearity present in the model.

3. Data Analysis Method

a. Multiple Regression Analysis

Multiple Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	11.586	5.427		2.135	.038
	GAYA KEPEMIMPINAN	.230	.151	.174	1.528	.134
	LINGKUNGAN KERJA	.722	.132	.624	5.476	.000

a. Dependent Variable: KEPUASAN KERJA

Source: Data Processed Using SPSS 25

From the calculations conducted using the multiple regression analysis method, the following equation is obtained:

$$Y = 11{,}586 + 0{,}230X_1 + 0{,}722X_2$$

1) The constant coefficient value of 11.586 indicates that if the Leadership Style and Work Environment variables are both valued at 0, the Job Satisfaction value will remain constant at 11.586.
2) Meanwhile, the regression coefficient for the Leadership Style variable (X1) is 0.230, which means that if the Leadership Style variable increases by 1 unit, it will increase the Job Satisfaction variable (Y) by 0.230, while keeping other independent variable values constant.
3) If the regression coefficient for the Work Environment variable (X2) is 0.722, this means that if the Work Environment variable increases by 1 unit, it will increase the Job Satisfaction variable by 0.722, while keeping the values of other independent variables constant.

b. Coefficient of Determination (r^2)

Coefficient of Determination

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.702[a]	.493	.470	2.241

a. Predictors: (Constant), LINGKUNGAN KERJA, GAYA KEPEMIMPINAN

b. Dependent Variable: KEPUASAN KERJA

Source: Data Processed Using SPSS 25

From the calculations, it is evident that the coefficient of determination (R square) has a value of 0.493. This indicates that 49.3% of the variation in Job Satisfaction is explained by the Leadership Style and Work Environment variables. The remaining 50.7% (100% - 49.3%) is attributed to other variables that are not discussed in this study.

c. Hypothesis Testing

1) t-Test

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	11.586	5.427		2.135	.038
	GAYA KEPEMIMPINAN	.230	.151	.174	1.528	.134
	LINGKUNGAN KERJA	.722	.132	.624	5.476	.000

a. Dependent Variable: KEPUASAN KERJA

Source: Data Processed Using SPSS 25

a) The t-test results show that the Leadership Style variable has a calculated t-value of 1.528 < 2.015 (table t-value), while the significance value is 0.134 > 0.05. Therefore, it can be interpreted that H1 is rejected and H0 is accepted. Thus, it can be concluded that Leadership Style has no significant effect on Job Satisfaction in a partial manner.

b) In the t-test results, the Work Environment variable has a calculated t-value of 5.476 > 2.015 (table t-value), while the significance value is 0.000 < 0.05. With these results, it can be interpreted that H1 is accepted and H0 is rejected. Therefore, it can be concluded that there is a positive and significant effect of the Work Environment on Job Satisfaction in a partial manner.

2) F-Test

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	215.359	2	107.680	21.432	.000[b]
	Residual	221.066	44	5.024		
	Total	436.426	46			

a. Dependent Variable: KEPUASAN KERJA

b. Predictors: (Constant), LINGKUNGAN KERJA, GAYA KEPEMIMPINAN

Source: Data Processed Using SPSS 25

After conducting the F-test, it shows that the calculated F-value is 21.432 > 3.21 (table F-value). The significance value is 0.000 < 0.05. Based on these calculations, it can be stated that the Leadership Style variable (X1) and Work Environment variable (X2) have a positive and significant simultaneous effect on the Job Satisfaction variable (Y).

The Influence of Leadership Style on Employee Job Satisfaction

From the test results on the influence of leadership style on employee job satisfaction, the t-test for the leadership style variable shows a calculated t-value of 1.528 < 2.015 (table t-value), and a significance value of 0.134 > 0.05. This indicates that H1 is rejected and H0 is accepted. Thus, it can be stated that the leadership style variable does not have a significant effect on job satisfaction in a partial manner. This is consistent with the previous research conducted by Rini et al. (2023), which explains that leadership style does not have a significant influence on job satisfaction.

The Influence of Work Environment on Employee Job Satisfaction

The test results for the work environment variable on employee job satisfaction, using the t-test, show that the work environment variable has a calculated t-value of 5.476 > 2.015 (table t-value), with a significance value of 0.000 < 0.05. This calculation indicates that H1 is accepted and H0 is rejected. Therefore, it can be concluded that the work environment variable has a positive and significant effect on job satisfaction in a partial manner. Research conducted by Ade Irma and Yusuf (2020) at the Cooperatives and MSMEs Office of Bima Regency, which states that there is a significant influence of the work environment on employee job satisfaction, supports the findings of this study.

The Simultaneous Influence of Leadership Style and Work Environment on Employee Job Satisfaction

Based on the tests conducted, both the leadership style and work environment variables have a positive and significant effect on employee job satisfaction. The results of the F-test show a calculated F-value of 21.432 > 3.21 (table F-value), and the significance value is 0.000 < 0.05. From these results, it can be explained that job satisfaction is positively and significantly influenced by both leadership style and work environment simultaneously. This aligns with the research conducted by Sandika et al. (2023) at a leasing company in Bandar Lampung, which states that leadership style and work environment together have a positive and significant influence on job satisfaction.

E. CONCLUSION

Leadership style does not have a significant effect on employee job satisfaction at the Regional Personnel and Human Resource Development Agency of South Tangerang City. The work environment has a positive and significant partial effect on

employee job satisfaction at the Regional Personnel and Human Resource Development Agency of South Tangerang City. Both leadership style and work environment have a positive and significant joint effect on employee job satisfaction at the Regional Personnel and Human Resource Development Agency of South Tangerang City.

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