



The Effect Of Leadership Style, Work Environment And Work Motivation To The Work Satisfaction Of Employees At Sungai Penuh City Youth And Sports Service

H. Juharman

Master of Management, STIE “KBP”, JL Khatib Sulaiman No. 61 Lolong Belanti,
Padang Utara 25136, West Sumatra, Indonesia

ABSTRACT

This research is aimed to know and to analysis the effect of leadership style, work environment and work motivation to the work satisfaction of employees at Sungai Penuh City Youth and Sports Service. 40 employees at Dinas Pekerjaan Umum Kota Sungai Penuh are the population in this research. Census method was used as the technique of sampling because there were only 40 employees. Primary data were used as the type of the data, while the data were collected by using questionnaires with Likert scale. Instrument tests, conducted in the research, were validity and reliability tests. The data were analysed by using data description test, classic assumption test, and hypothesis test. Results of the research shows that a commitment of an organization has positive and significant effects to employees' work performance at Dinas Kepemudaan dan Olah Raga Kota Sungai Penuh and work discipline has positive and significant effects to the employees' work performance at Dinas Kepemudaan dan Olah Raga Kota Sungai Penuh.

Keywords : Performance, Leadership Style, Work Environment, Work Motivation

INTRODUCTION

A performance of employees in an organization is foregrounded as a necessary factor in executing a program or an event in reaching the purpose of the organization. Related to that matter and by according to Intruksi Presiden Number 7 in 1999 about accountability of governmental institution performance, it is implied that every organization in public sector is able to do governmental institution performance accountability as an implementation of its responsibilities in pursuing missions and vision of the organization.

Leadership is the ability a person has to influence subordinates to work towards the goals and objectives of the organization. Every leader basically has different behavior in leading his subordinates. Behavior of leaders is called leadership style. Leadership style is a norm of behavior that is used by someone when the person tries to influence the behavior of others. Each of these styles has advantages and disadvantages. A leader will use a leadership style according to his abilities and personality.

Leadership has a very close relationship with work performance and motivation, because the success of leaders in moving others in achieving their stated goals is very dependent on authority and communication with subordinates. Organizations that succeed in achieving goals and are able to fulfill their social responsibilities will be very dependent on the leaders. The ability of leaders to motivate, influence, direct and communicate with their subordinates will determine the effectiveness of subordinates. Miftah Thoha (2010) states that leadership style is a consistent pattern of behavior that we show and know by others when we try to influence the activities of others. Leadership style influences the behavior of others. Each of these styles has advantages and disadvantages. A leader will use a leadership style according to his abilities

and personality. Each leader in giving attention to fostering, mobilizing and directing all potential employees in their environment has different patterns from one another

The difference is caused by the different leadership styles of each leader. Conformity between leadership style, norms and organizational culture is seen as a key prerequisite for successful achievement of organizational goals. (Yukl, 2010). According to Waridin and Bambang Guritno (2005), leadership style is suitable if the company's goals have been communicated and subordinates have received it. A leader must implement a leadership style to manage his subordinates, because a leader will greatly influence the success of the organization in achieving its goals. The right leadership style will lead to someone's motivation for achievement. Success or failure of employees in work performance can be influenced by the leadership style of their superiors (Hardini in Suranta, 2006).

On the other hand, the need for employees to fulfill their desires is increasing. Employees work in the hope that they will get a salary / salary that can meet those needs. Current needs are very complex from the most basic / primary things, especially the problem of clothing, food, housing, education, adequate work rest, need to get the top priority scale in terms of fulfillment. In addition, fulfilling the needs of employees for service and respect by superiors for the work performance they produce that is in accordance with the principles of justice can motivate their work. So that with frequent employees motivated to do their jobs well, it will improve desired quality and job satisfaction, because the strength of one's motivation or work motivation will determine the size of job satisfaction (Moh. As'ad, 2005).

Job satisfaction is basically an individual thing, each individual has a different level of job satisfaction in accordance with the wishes and value system that he adheres to (Handoko, 2010). The more aspects of the work that are in accordance with the wishes and value systems adopted by the individual, the higher the level of satisfaction obtained. Likewise, vice versa, the more aspects of the work that are not in accordance with the wishes and value systems adopted by the individual, the lower the level of satisfaction obtained. Job satisfaction reflects a person's feelings for his work which can be seen from the attitude of employees to work and everything in his work environment

The Sungai Penuh City Youth and Sports Service fully realizes the important role of employee job satisfaction. Based on the problems raised above, employee job dissatisfaction is allegedly caused by several complaints such as: 1) a non-conducive work environment, 2) leadership style that is not yet effective, 3) Low motivation of employee work in carrying out tasks.

The following is the attendance of employees at the Sungai Penuh City Youth and Sports Service, which indicates that there are still many employees who have low work motivation, so that they are late for work and go home before their time:

Table 1
Employee Attendance
March 2018 to June 2018

No.	Month	Number of Employees	Come late		Home Before Working Hours	
			Total	%	Total	%
1.	March	68	11	16,18	7	10,29
2.	Afril	68	9	13,24	11	16,18
3.	May	68	12	17,65	23	33,82
4.	June	68	17	25,00	20	29,41
Average				18,01		22,43

Source: Sungai Penuh City Youth and Sports Service, 2018

Seen from table 1 above, the average employee late in entering the office during March 2018 to June 2017 was 18.01% and 22.43% on average employees returned before working hours. This situation shows the motivation of employees is still low, causing obstacles in achieving the planned work targets. Where the percentage of achievement (realization) and the target shows a gap (gap) to what should or what is expected by the organization. In addition, there are still activities which appear to be slow, which has hampered public services

To create conducive working conditions, it is necessary to have efforts to increase job satisfaction for each employee. According to Hasibuan (2007) job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected by work morale, discipline and work performance, in other words, the more a person's performance increases, his job satisfaction also increases. Job satisfaction is enjoyed in work, outside work and a combination of outside and in work. Whereas according to Robbins (2008) job satisfaction is a general attitude towards one's work, the difference between the number of rewards received by an employee and the amount they believe in what they should receive.

There are many previous studies regarding the performance of employees with diverse variables. Ginting's research (2011) says that there is a positive and significant relationship between leadership style and motivation on employee performance, then Mulyanto and Dyah (2011), Indra and Aprih (2012) and Desti (2010) found that motivation has a positive and significant effect on employee performance

THEORETICAL BASIS

Leadership style

The leader is a person who uses the authority and leadership, directing subordinates to do most of the work in achieving organizational goals. Leadership plays a very important in an organization. Many experts opinion on the definition of leadership. According Hasibuan (2007) leadership is a leader means influencing the behavior of subordinates, to cooperate and work productively to achieve organizational goals. Terry revealed leadership as an activity that affects people directed to achieve organizational objectives. Hasibuan (2007) defines leadership as a way of influencing the behavior of subordinates a leader, to cooperate and work productively to achieve organizational goals. Meanwhile Tangkilisan (2007) suggested that an organization will succeed or fail even largely determined by the leadership.

Work motivation

Motivation are factors that drive and encourage behavior or desire for someone to do an activity that is expressed in a strong or weak effort (Marihot, 2007). Motivation questioned how to direct the power and potential of subordinates, to cooperate productively managed to achieve and realize the objectives that have been determined (Hasibuan, 2007). In addition, the motivation is those businesses that can cause a person or a specific group of people to move to do something because they want to achieve the goals it wants or get satisfaction with his actions. According to Big Indonesian Dictionary (2008) motivation is the impulse that arises in a person consciously or unconsciously to perform an action with a particular purpose or businesses that can cause a person or a particular group of people to move to do something because they want to reach the desired destination. Work motivation is something that raises the spirit or the encouragement of employment (Anoraga, 2009). The motivation is the desire to do something as a willingness to issue a high level of effort for organizational purposes, conditioned by the effort's ability to meet the individual needs (Robbins, 2008).

Job satisfaction

Job satisfaction is one of the elements that is sufficient in the organization. This is due to job satisfaction can affect work behaviors such as lazy, industrious productive and others. Job satisfaction is a very personal, each different subject or standard size. Job satisfaction can not be measured by the standard of material obtained from the job. Job satisfaction mengandung physical aspects, psychological, work environment, the interaction between personnel, behavior management and administrative and organizational policies. According Hasibuan (2002), job satisfaction (job satisfaction) is a pleasant emotional attitude and loves the work, this attitude is reflected by morale, discipline and work performance. Enjoy job satisfaction in the job, off the job and the combination of inside and outside of work.

RESEARCH METHOD

Based on the problem which will be discussed in this research, the design of this research is causal design. According to Umar (2009), a causal research is a research which is used to analyse the relationship between one variable to others. After results of the test obtained quantitatively, results confirmation was done by re-interviewing with original questionnaires. Meanwhile, the object of the research is civil servant employees at Sungai Penuh City Youth and Sports Service which are 40 people as a total.

In this study, samples were not determined but all member of the population were chosen as responses because of countable members of population; 40 people. Hence, this study belongs to census research which uses all element of population as research response (Sekaran, 2006).

FINDINGS AND DISCUSSION

Research result

The description of the research data is a part that explains the results of the distribution and rate of return of research questionnaires that have been carried out by the Sungai Penuh City Youth and Sports Service Officer. The following are the results of calculations from the results of the distribution and rate of return of the research questionnaire the authors have collected, as seen in Table 2:

Table 2
Calculation of Questionnaire Distribution Results

Information	Total	Persentase (%)
Number of questionnaires distributed	19	100,0
Number of questionnaires that did not return	-	-
Number of questionnaires returned	19	100,0
Number of questionnaires damaged or incomplete	-	-
Number of final questionnaires to be processed	19	100,0

Source: Survey Results for 2018

Description of research data is a section that describes the results of the spread and the rate of return the questionnaire research has been done staff of Department of Youth and Sports of Full River. Here are the results of calculation of the result of the spread and the rate of return the questionnaire research that has been collected, as seemingly in Table 3.

Table 3
Calculation Results Dissemination Questionnaire

Information	total	Percentage (%)
Number of questionnaires distributed	19	100.0
Number of questionnaires not returned	-	-
Number of questionnaires returned	19	100.0
Number of questionnaires that are damaged or incomplete filling	-	-
The amount of the final questionnaire to be processed	19	100.0

Source: 2018 Survey Results

Based on the results of questionnaire research as much as 19 questionnaire on the staff of Department of Youth and Olahraga Kota Full River, Generated returns of 100% as many as 19 questionnaire study. Where from this amount all the questionnaires have been received and checked there were no respondents damaged or defective due to a lack of charging or filling that does not comply with the provisions specified. Thus the author brings the number of samples for testing, and answer the hypothesis in this study is as much as 19 questionnaires that have been qualified, in accordance with the amount of research the sampling technique is the method of census.

Instrument Testing

Validity test

In this study testing the validity of using the Pearson correlation with SPSS 17, wherein the correlation between the score assessment notice statement items with a total score of each study variable. A statement items are high and significantly correlated with the total score with a correlation coefficient or $r_{count} > 0.3$, is considered as a valid item. While items that have a correlation coefficient below 0.3 is considered as an item that is invalid and must be removed and will not be used again in subsequent testing, Sugiyono (2007).

Validity Testing for Job Satisfaction variable (Y)

Variable job satisfaction is the driving force that motivates employee morale, the more there is a chance to gain satisfaction from their work, the more passionate employees to work by mobilizing all its capabilities to achieve organizational goals. This variable is measured by the number of grains as much as 20 grains statement. Results of testing the validity can be seen in Table 4.

Table 4
validity testing Variables Job Satisfaction

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Job satisfaction_1	64.15	109.044	,688	,902
Job satisfaction_2	64.37	109.942	,524	,907
Job satisfaction_3	64.23	111.063	,658	,903
Job satisfaction_4	64.66	108.293	,568	,906
Job satisfaction_5	64.92	114.764	,355	,911
Job satisfaction_6	64.94	114.422	,392	,910
Job satisfaction_7	64.55	114.776	,382	,910
Job satisfaction_8	64.27	111.907	,476	,908
Job satisfaction_9	64.08	109.518	,402	,904
Job satisfaction_10	64,24	108.809	,616	,904
Job satisfaction_11	63.89	112.790	,565	,906
Job satisfaction_12	63.95	111.850	,542	,906
Job satisfaction_13	64.02	112.311	,648	,904
Job satisfaction_14	64.03	107.638	,678	,902
Job satisfaction_15	64.16	114.137	,484	,907
Job satisfaction_16	64.23	111.063	,658	,903
Job satisfaction_17	64.03	110.556	,694	,903
Job satisfaction_18	64.02	112.311	,648	,904
Job satisfaction_20	64.08	109.518	,402	,904

Source: Appendix Data processing results in 2018

From the summary of the results of testing the validity of job satisfaction variables, there is one point statement issued ie 19 point statement because the value *corrected item-total correlations* smaller than the critical r indigo. Thus a valid statement amounted to 19 point statement and this is considered as an item that is able to explain his relationship with the parent variable and is expressed as point declaration would represent job satisfaction variables for further testing and assessment.

Validity Testing Leadership Style variables (X1)

The leadership style is the way leaders influence subordinates on the staff of Department of Youth and Olahraga Kota Full River. This variable was measured using the grain as much as 18 grains statement. Here are the results of testing the validity of the Pearson correlation in Table 5:

Table 5
validity testingVariable Leadership Style

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Leadership Style_1	60.34	98.064	,688	,913
Leadership Style_2	60,50	99.238	,609	,915
Leadership Style_3	60.45	97.891	,707	,912
Leadership Style_4	60.24	96.154	,808	,910
Leadership Style_5	60.39	96.766	,745	,911
Leadership Style_6	60.37	96.991	,686	,913
Leadership Style_7	60.76	101.727	,408	,920
Leadership Style_8	60.40	98.048	,683	,913
Leadership Style_9	60.73	103.153	,361	,921
Leadership Style_10	60.45	100.186	,539	,917
Leadership Style_11	60.58	95.723	,704	,912
Leadership Style_12	60.68	96.386	,668	,913
Leadership Style_13	60.45	98.350	,619	,915
Leadership Style_14	60.31	99.823	,571	,916
Leadership Style_15	60.03	99.114	,646	,914
Leadership Style_16	60.26	99.145	,710	,913
Leadership Style_17	60.26	108.981	,466	,927
Leadership Style_18	60.26	100.359	,547	,916

Source: Appendix Data processing results in 2018

The validity of the test results in Table 5, all of these variables are visible point statement is valid with a correlation coefficient or *corrected item-total correlation* > R critical 0.3. thus the leadership style variable is measured with a 18 point statement.

Validity Testing Environment Variables Job (X2)

Working environment referred to in this study employee assessment to an atmosphere where employees work every day. This variable was measured with a 12 point statement. Here are the results of testing the validity of the Pearson correlation in Table 6.

Table 6
validity testingWork Environment Variables

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Work environment_1	38,53	24.089	,343	,771
Work environment_2	38.48	22.975	,485	,756
Work environment_3	38.66	23.572	,453	,760
Work environment_4	38.50	22.779	,451	,760
Work environment_5	38.58	22.936	,589	,748
Work environment_6	38.69	21.440	,599	,741
Work environment_7	37.92	23.223	,338	,774
Work environment_8	38.31	24.675	,351	,770
Work environment_9	38.65	22.724	,421	,763
Work environment_10	38.92	23.911	,340	,771
Work environment_11	38.81	24.454	,331	,772
Work environment_12	38.66	24.424	,342	,770

Source: Appendix Data processing results in 2018

The validity of the test results in Table 6 to the variable work environments, all valid point statement with a correlation coefficient or *corrected item-total correlation* > R critical 0.3. thus the work environment variables measured by 12 items statement.

Validity variable work motivation (X3)

The motivation is the desire to do something as a willingness to issue a high level of effort for organizational purposes, conditioned by the effort's ability to meet individual needs. Measurement of this variable using a 26 point statement items. Here are the results of testing the validity of the Pearson correlation in Table 7.

Table 7
validity testing Variable Work Motivation

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Work motivation_1	67.42	209.231	,692	,953
Work motivation_2	68.05	215.817	,407	,957
Work motivation_3	67.47	205.761	,795	,952
Work motivation_4	67,50	206.484	,715	,953
Work motivation_5	67,50	208.287	,675	,953
Work motivation_6	67.32	209.304	,600	,954
Work motivation_7	67.48	206.942	,737	,952
Work motivation_8	67.44	208.184	,678	,953
Work motivation_9	67.27	218.596	,346	,957
Work motivation_13	67.65	206.659	,722	,952
Work motivation_14	67.52	213.959	,482	,956
Work motivation_15	67.77	205.400	,735	,952
Work motivation_18	67.73	203.612	,850	,951
Work motivation_19	67.66	205.703	,734	,952
Work motivation_20	67.56	209.758	,637	,954
Work motivation_21	67.63	203.516	,770	,952
Work motivation_23	67.71	204.242	,887	950
Work motivation_24	67.71	205.357	,861	,951
Work motivation_25	67.68	205.107	,840	,951
Work motivation_27	67.35	209.938	618	,954
Work motivation_28	67.61	206.471	,780	,952

Source: Appendix Data processing results in 2018

Based on the validity of the test results in Table 7 to the variable work motivation, grain visible statement is valid with a correlation coefficient or *corrected item-total correlation* > R critical 0.3. But the results of this test also found the revelation invalid item is in item 10, 11, 12, 16, 17, 22, and 26. Therefore, all items must be removed and this statement will not be used again. Thus the work motivation variable measured by 26 point statement.

Reliability Test

Reliability test on this study aims to assess the extent to which the answers of the respondents consistently to all of the answers to the items contained in the variable declaration research. An instrument is said to be reliable (reliable), if it has a Cronbach's alpha equal and greater than 0.60 (Ghozali, 2005). Here are the test results in Table 8.

Table 8
Reliability Test Results

variables	Value Cronbach's Alpha Critical	Value Cronbach's Alpha Current	Information
Job satisfaction (Y)	0,600	.910	reliable
Leadership style (X1)	0,600	0.919	reliable
Working Environment (X2)	0,600	0.779	reliable
Work motivation (X3)	0,600	0.955	reliable

Source: Appendix Data processing results in 2018

Based on the results of reliability testing summary in Table 8, visible Cronbach's alpha coefficient for all study variables greater than the critical value of alpha Cronbachs that states have reliable or reliable or have a large value of boundaries Cronbachs alpha coefficient of 0.6. Thus all who have a valid point statement on all variables have also been reliable or reliable and can be used to assess existing research hypothesis.

Description Job satisfaction variable (Y)

Results of the test of validity for job satisfaction variables find a valid point statement amounted to 19 point statement. Based on the number of grains of this statement a description of job satisfaction variables votes at the Department of Youth and OlahragaKota Full River measured. The following summary of the results of the calculation of the level of achievement of respondents (TCR) in Table 9 below.

Table 9
Variable Description Job satisfaction

No.	Indicator	Average	TCR (%)	Category
A	Satisfaction with Salary	3.31	66.2	Pretty good
B	Satisfaction with the promotion	3.05	61.0	Not good
C	Satisfaction with colleagues	3.64	72.7	Pretty good
D	Satisfaction with supervisor	3.60	69.7	Pretty good
E	Satisfaction with the work itself	3.66	73.2	Pretty good
Average		3.45	68.6	Pretty good

Source: Appendix Data processing results in 2018

The result of the calculation of the frequency distribution of job satisfaction variables in Table 9, overall found a mean value of 3.45 with the level of achievement of respondents (TCR) of 68.6%, with a pretty good criteria, (Arikunto, 2002). Our findings suggest that job satisfaction and perceived owned by employees in carrying out the responsibility of the job is good enough. But the results of this assessment are still relatively lower than the classification category is quite good in the sense that an employee-owned job satisfaction should increase and improvement towards a better order to help create a higher job satisfaction.

Variable Description Leadership Style (X1)

Based on the results of the test of validity for the variables of leadership style, find a valid point statement as much as 18 point statement. Based on the number of grains of this statement the leadership style variable description votes at the Department of Youth and OlahragaKota Full River measured. The following summary of the results of the calculation of the level of achievement of respondents (TCR) in Table 10.

Table 10
Description of Leadership Style Variable

No.	Indicator	Average	RAL (%)	Category
A	Showing Empathy	3,56	71,3	Fair
B	Explaining the Missions Nicely	3,67	73,4	Fair
C	Showing Self-confidence	3,45	68,9	Fair
D	Improving Image	3,47	69,5	Fair
E	Certain about Subordinates' skills	3,73	74,6	Fair
F	Giving Opportunities to be Successful	3,75	75,1	Fair
Average		3,61	72,13	Fair

Source : Appendix Processing of 2018 data

Based on the results of 19 questionnaires on the questionnaire of the Sungai Penuh City Youth and Sports Service Staff, a return rate of 100% was generated, namely 19 research questionnaires. Where of all of the questionnaires that have been received and examined, no respondent's answers have been damaged or defective due to lack of filling or filling that is not in accordance with the stipulated conditions. Thus the author makes the number of samples to test and answer the hypothesis in this study is 19 questionnaires that have met the requirements, according to the number of research sampling techniques, namely the census method.

Based on the calculation of frequency distribution to leadership style variable on the table 10, it is found that as a total average value is 3.61 with Respondence Achievement Level (RAL) at 72,13%, and belongs to Fair category, (Arikunto, 2002). This fact informs that the leadership style, shown by a leader in doing the tasks and job, has been executed fairly good or as a whole it seems assistive to subordinates' task and job accomplishment. However, if it is considering the limitation of classification assessment by Arikunto (2002), this achievement might not be optimal yet because it is not at high category. Therefore, a leader must strive maximally in order to empower his/her employees.

Table 11
Description of Work Environment Variable

No.	Indicator	Average	RAL (%)	Category
A	Physical Work Environment	3,71	74,3	Fair
B	Non-Physical Work Environment	3,55	70,9	Fair
Average		3,63	72,59	Fair

Source : Lampiran Pengolahan data 2018

Based on the calculation of frequency distribution to work environment variable on the table 11, it is found that as a total average value is 3.63 with Respondence Achievement Level (RAL) at 72,59%, and belongs to Fair category, (Arikunto, 2002). Hence, it can be concluded that work environment at Sungai Penuh City Youth and Sports Service is relatively fair. It means that work environment, based on physical and non-physical environments, is still relatively fair for assisting work satisfaction of the employees.

Table 12
Description of Work Motivation Variable

No	Indicator	Average	RAL (%)	Category
A	Needs for Achievement	3,33	66,6	Fair
B	Needs for Authority	3,29	65,9	Fair
C	Needs for Friendship	3,30	66,0	Fair
Average		3,31	66,2	Fair

Based on the Table 12, the calculation of frequency distribution from Respondence Answer Achievement Level (RAL) on work motivation variable shows the average score for every question item to the employees of Sungai Penuh City Youth and Sports Service. As a sum, the average score is 3,31 with Respondence Achievement Level (RAL) at 66,2%, and belongs to fair category, Arikunto (2002).

In order to verify the hypothesis partially, t-test was used, it is a test to examine the effect of each independent variable to dependent variable. By considering the results of data analysis, hypothesis test was conducted as follows:

- 1) Regressive coefficient score for leadership style (X_1) is 0,337 within significance rate at 0,008. The significance rate is smaller than 0,05. Therefore, it can be stated that the leadership style (X_1) has positive and significant effects to the work satisfaction (Y), so the hypothesis H_1 is **accepted**. Hence, it is known that high and low rate of employees' work satisfaction at Sungai Penuh City Youth and Sports Service is affected by the leadership style.
- 2) Then, regressive coefficient score for work environment (X_2) is 0,504 within significance rate at 0,026. The significance rate is also smaller than 0,05. Therefore, it can be stated that the work environment (X_2) has positive and significant effects to the work satisfaction (Y), it is also shown that the hypothesis H_2 is **accepted**. Thus, it is known that high and low rate of employees' work satisfaction at Sungai Penuh City Youth and Sports Service is affected by the work environment.
- 3) Then, regressive coefficient score for work motivation (X_3) is 0,196 within significance rate at 0,034. The significance rate is also smaller than 0,05. Hence, it can be stated that the work motivation (X_3) has positive and significant effects to the work satisfaction (Y), it is also shown that the hypothesis H_3 is **accepted**. Thus, it is known that high and low rate of employees' work satisfaction at Sungai Penuh City Youth and Sports Service is affected by the work motivation.

Table 12
Results of Multiple Regressive analysis

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	.917	.839	
	WORK MOTIVATION	.109	.258	.078
	WORK ENVIRONMENT	.338	.159	.445
	LEADERSHIP STYLE	.348	.201	.390

a. Dependent Variable: WORK SATISFACTION

Coefficient values in regressive equivalence above can be explained as follows:

1. Constant value at 0.917 shows the value of a dependent variable before or without being affected by an independent variable. If leadership style variable, work environment and work motivation has 0 value so work satisfaction variable has had the value at 8.39.
2. The regressive coefficient value of leadership style variable is 0,348 which indicates that there are positive effects given by leadership style to work satisfaction. If this variable increases at one point, work satisfaction will increase for 0,348 in every point or (34.8%), within an assumption that other variables are constant.
3. The regressive coefficient value of work environment variable is 0,338 which indicates that there are positive effects given by work environment to work satisfaction. If this variable increases at one point, work satisfaction will increase for 0,338 in every point or (33.8%), within an assumption that other variables are constant.
4. The regressive coefficient value of work motivation variable is 0,196 which indicates that there are positive effects given by work motivation to work satisfaction. If this variable increases at one point, work satisfaction will increase for 0,196 in every point or (19.6%), within an assumption that other variables are constant.

DISCUSSION

The discussion of the findings is explained as follows:

Effect of Leadership Style on Job Satisfaction Leadership plays a very important role in an organization.

Many expert opinions regarding the definition of leadership. According to Hasibuan (2007) leadership is the way a leader influences the behavior of subordinates, so they want to work together and work productively to achieve organizational goals. Terry revealed that leadership as an activity influences people so that they are directed towards achieving organizational goals. Hasibuan (2007) defines leadership as a way for a leader to influence the behavior of subordinates, to work together and work productively to achieve organizational goals. Meanwhile Tangkilisan (2012) suggests that an organization will succeed or even fail largely determined by leadership. Based on the results of data analysis, then in accordance with the proposed hypothesis that leadership style has a significant effect on job satisfaction. Gumilang (2005) examined leadership relations and career development with job satisfaction of employees in the Directorate General of Immigration. The results of this study indicate the correlation coefficient between leadership and job satisfaction, namely the existence of a positive and significant relationship between leadership and job satisfaction. Research on the relationship of leadership, work environment and motivation to job satisfaction of employees at Grobogan Regency Election Commission conducted by Kusdharyanto (2008) shows the correlation coefficient between leadership and job satisfaction which results in motivation having a significant and positive relationship to job satisfaction. The work environment also has a significant and positive relationship to job satisfaction with a correlation coefficient of 0.637 and a significance value of 0.000

The results of multiple linear regression analysis show that the leadership style variable has a positive and significant effect on the job satisfaction of the Sungai Penuh City Youth and Sports Service staff. Where the regression coefficient of leadership style variable is 0.337 and a significant value of 0.008, this value is also relatively low from the value of the error rejecting the data of $\alpha = 0.05$. Thus it can be concluded that this hypothesis is also stated to be acceptable or proven.

The results of this test also find the direction of influence or the relationship between the two variables has a positive slop, which can mean that if the existing leadership style can support and give attention to the implementation of the work of subordinates, then job satisfaction will be better realized. However, if the leadership style applied is less able to harmonize all interests and support for the implementation of the work of his subordinates, then this will also affect the lower job satisfaction of employees.

This finding explains that the success of a leader in an organization is shown by the ability of the leader to empower all the potential resources of the organization optimally, so that this will have a good effect on increasing job satisfaction and achieving planned organizational goals. Thus the leadership style is a very important factor and determines the realization of job satisfaction to a maximum in a particular organization.

The results of this study are in line with the research of Gumilang (2005) and Kusdharyanto (2008), saying that there is a positive and significant relationship between leadership style and job satisfaction. Based on existing theoretical findings and support and existing research, it can be concluded that the effectiveness of increasingly high leadership styles will play a role in generating job satisfaction and will also have an impact on maximizing the achievement of overall organizational goals

Effect of Work Environment on Job Satisfaction

Based on the results of multiple linear regression analysis shows that the variables on the results of the data and later in accordance with the hypothesis proposed, namely the work environment significantly influence job satisfaction. Sungai Penuh City Youth and Sports Service Officer. Work Environment is to show things that are around the work of employees in the office. The conditions of the work environment are created by the leadership so that the work atmosphere created depends on the pattern created by the leader. The work environment in the office can be like: task structure, job design, leadership patterns, patterns of cooperation, willingness to work facilities, rewards (reward system) (Cokroaminoto: 2007). Furthermore, according to the results of the research conducted by Kusdharyanto (2008), it shows the correlation coefficient between leadership and job satisfaction that leadership has a significant and positive relationship to job satisfaction. The work environment also has a significant and positive relationship to job satisfaction. Nasrudin (2002) examined the Effect of Work Environment on Employee Satisfaction at the Cipta Karya Public Works Office of South Sumatra Province. The results of this study indicate that work environment factors have a significant and positive influence on job satisfaction, where external work environment factors are the most dominant factors affecting work satisfaction.

Where the regression coefficient of leadership style variable is 0.504 and a significant value of 0.026, this value is also relatively low from the value of the error rejecting the data of $\alpha = 0.05$. Thus it can be concluded that this hypothesis is also stated to be acceptable or proven. Based on the findings of this study it is known that the work environment in an organization has an important meaning for employees who carry out activities in it, because this work environment will affect directly or indirectly the employees at work. The work environment which consists of physical work environment and non physical work environment is an important factor that can affect employee job satisfaction. The better work environment that is felt by employees in their work will certainly support the increase in employee job satisfaction. However, if an employee feels a physical and non-physical work environment that does not support his activities at work, of course, it can reduce the employee's job satisfaction. The findings of this study are consistent with the research findings of Kusdharyanto (2008) and Nasrudin (2002), who found that the work environment has a significant positive effect on job satisfaction

Effect of Work Motivation on Job Satisfaction

Based on the results of data analysis, then according to the hypothesis proposed that motivation has an influence on job satisfaction. The results of the descriptive analysis of each variable contained in the indicator are included in the high criterion. In the sense that motivation and efficacy affect job satisfaction. Motivation is the factors that direct and encourage a person's behavior or desire to carry out an activity that is expressed in a hard or weak business (Marihot, 2007). The results of the Tika (2013) study which examined the effect of motivation on job satisfaction concluded that there was a positive and significant influence between motivation and job satisfaction. Which means that with employees who are motivated, they can easily achieve the expected performance in the organization so that job satisfaction will be easily achieved.

Motivation questions how to direct the power and potential of subordinates, in order to work collaboratively productively succeed in achieving and realizing predetermined goals (Hasibuan, 2007). In addition, Motivation is efforts that can cause a person or group of people to move to do something because they want to achieve the desired goal or get satisfaction with their actions. Where motivation is every activity carried out by individuals basically has the

power from within to reach the goal. (Nyanyu. 2014: 150) Motivation is a concept used to explain intuition, direction and intensity of individual behavior. Motivation is a driver that leads individuals to achieve certain goals.

Multiple linear regression analysis shows that work motivation variables have a positive and significant effect on job satisfaction of the Sungai Penuh City Youth and Sports Service staff. Where the regression coefficient of work motivation variable is 0.196 and a significant value of 0.034, this value is also relatively low from the error value of rejecting the data of $\alpha = 0.05$. Thus it can be concluded that this hypothesis is also stated to be acceptable or proven

The results of this test find the direction of influence or relationship between the two variables has a positive slope, which indicates that the higher the work motivation possessed by the employee in supporting the implementation of the work accompanied by support or motivation given by the leader, this will further enhance employee job satisfaction. But if the work motivation that is in the employee's self is relatively low in supporting the implementation of duties and jobs and the low support or motivation given by the leader and spur the implementation of the work of employees, then this will further weaken or reduce job satisfaction of the employees. Thus it can be stated that work motivation factors are also factors that support and strengthen the achievement of good job satisfaction. Of course this is also inseparable from the role of leaders who are able to provide motivation or inducement to employees to be able to increase work productivity, either through additional income, attention and career development or promotion to employees who are considered capable of showing their achievements in maximizing the achievement of organizational goals better. This result is also supported by the statements of experts presented by Mangkunegara (2010) saying that there is a relationship between work motivation and job satisfaction. This shows that work motivation is needed in shaping and helping to realize work satisfaction in work.

The results of this empirical study are still relevant to the results of a study conducted by Juniantara (2015), which states that there is a positive and significant relationship between work motivation and job satisfaction, which overall the research findings support the findings of this hypothesis and reinforce previous findings stating that motivation is an important factor and can influence job satisfaction in work.

CONCLUSION

Based on the results of the research and discussion, it can be concluded that:

1. There is a significant positive effect of leadership style on employee job satisfaction in the Sungai Penuh City Youth and Sports Service.
2. There is a significant positive influence on the work environment on employee job satisfaction at the Sungai Penuh City Youth and Sports Service.
3. There is a significant positive effect of work motivation on the satisfaction of the work of the Sungai Penuh City Youth and Sports Service.

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