Analysis of the Influence of Leadership and Working Environment on Organization Performance through Variables of Job Satisfaction in Employees in Investment and One-Door Integrated Services Cipayung District East Jakarta

Abstract: This study aims to determine the effect of leadership and work environment on organizational performance simultaneously, to know the influence of leadership on organizational performance partially, to know the effect of the work environment on organizational performance partially, to determine the effect of job satisfaction on organizational performance partially, to determine the influence of leadership on performance, through job satisfaction and knowing the effect of the work environment on organizational performance through job satisfaction variables. The research was conducted at the UPT Investment and One-Stop Integrated Services organization, Cipayung District. Sampling using saturated samples involving 34 employees in all parts of the organization. Data analysis using path analysis. Based on the data analysis, it is known that the variables of leadership and work environment influence organizational performance simultaneously. The leadership variable partially affects organizational performance. Work environment variables partially influence organizational performance. Job satisfaction variables partially influence organizational performance. The influence of leadership on organizational performance is 0.488. The influence of leadership on performance through the work environment is 0.562 x 0.893 = 0.501. In this case, the indirect effect is greater than the direct effect, so it can be said that the job satisfaction variable is intervening. The effect of the work environment on organizational performance through job satisfaction is 0.805 x 0.893 = 0.719. In this case, the direct effect is smaller than the indirect effect, so it can be said that the job satisfaction variable is intervening.

Keywords: leadership, work environment, job satisfaction, organizational performance.

INTRODUCTION

Performance is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission, and vision of the organization as stated in the strategic planning of an organization. Performance is needed in organizations that move to achieve the vision and mission of the organization. Performance describes the extent to which the organization has achieved results when compared to its previous performance compared to other organizations and to what extent it has achieved the goals and targets that have been set.

According to Prawirosentono (2009: 17) argues that performance is the result of work that can be achieved by employees or groups of employees in an organization, following their respective authorities and responsibilities to achieve the goals of the organization concerned legally, does not violate the law and is following morals and ethics. Performance is a description of the achievements by employees or groups in an organization in implementing activities, programs, policies to realize the vision, mission, and goals of the organization that have been previously set. This also explains that the concept of performance is closely related to the concept of organization.
Organizational performance is influenced by various factors such as leadership, work environment and job satisfaction. Hanafi (2002) explains that leadership is the ability to provide direction and coordination to subordinates in achieving organizational goals, as well as a willingness to be the main person in charge of the group activities they lead. Leadership broadly includes the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influencing the interpretation of the events of its followers, organizing and activities to achieve goals, maintaining cooperative relationships and group work, gaining support and work same from people outside the group or organization.

Another factor that affects organizational performance is the work environment. The work environment is an internal and external condition that can affect morale so that work can be expected to be completed faster and better. According to Sedarmayanti (2010: 12), the conditions of the work environment are said to be good or appropriate if humans can carry out activities in an optimal, healthy, safe, and comfortable manner. The consequence of the suitability of the work environment can be seen in the long term. Furthermore, unfavorable work environments can demand more labor and time and do not support the obtaining of an efficient work system design.

Satisfaction also affects organizational performance. According to Martoyo (1992: 115), job satisfaction is a psychological aspect that reflects a person's feelings about his job, he will feel satisfied with the match between his abilities, skills, and expectations with the job he is facing. Satisfaction is a subjective condition which is the result of a conclusion based on a comparison of what an employee receives from his job compared to what he expects, wants, and thinks of as deserving or entitled to it. Meanwhile, every employee subjectively determines how satisfying the job is.

**Literature Review**

**Leadership**

Hanafi (2002) explains that leadership is the ability to provide direction and coordination to subordinates in achieving organizational goals, as well as a willingness to be the main person in charge of the group activities they lead. According to Rivai (2008: 2) states that the broad definition of leadership includes influencing processes in determining organizational goals, motivating follower behavior to achieve goals, influencing the interpretation of the events of its followers, organizing and activities to achieve goals, maintaining relationships, cooperation and group work, obtaining support and cooperation from people outside the group or organization.

According to Hasibuan (2012: 170) "Leadership is a way for a leader to influence the behavior of subordinates to cooperate and work effectively and efficiently to achieve organizational goals".

Leadership as the ability to influence groups towards achieving goals. The source of this influence is formal, as represented by ownership of managerial ranks in organizations because management positions coincide with several formally designed levels of authority, one can assume a leadership role solely because of their position in the organization. But not all leaders are managers; and conversely, not all managers are leaders. Just because an organization grants its managers certain formal rights does not guarantee that they will be able to lead effectively.

We often find that leadership that does not contain elements of sanction - that is, the ability to influence that arises outside of the formal structure of the organization - often has the same or more important than formal influence. In other words, leaders can emerge from within the group at once through formal appointment to lead the group.

**Work Environment**

According to Nitisemito (2000: 159), the work environment is an internal and external condition that can affect morale so that work can be expected to be completed faster and better. According to Sedarmayanti (2010: 12), the conditions of the work environment are said to be good or appropriate if humans can carry out activities in an optimal, healthy, safe, and comfortable manner. The consequence of the suitability of the work environment can be seen in the long term. Furthermore, unfavorable work environments can demand more labor and time and do not support the obtaining of an efficient work system design.

The type of work environment is divided into two, namely: (a) The physical work environment is a physical condition that is around the workplace which can affect the person directly or indirectly (b) Non-physical work environment is all situations that occur related to work relationships, both relationships with superiors and relationships with colleagues, or with subordinates.

The indicators of the physical work environment used in this study according to Sedarmayanti (2010: 86) are as follows:

1. **Work atmosphere**

Every person always wants a pleasant work atmosphere, a comfortable work atmosphere that includes clear light/lighting, quiet and calm sound, safety at work.
2. **Relationships with colleagues**
   One of the factors that can affect the person stay in an organization is the harmonious relationship between co-workers.

3. **Availability of work facilities**
   This means that the equipment used to support smooth work is complete and up to date. Complete work facilities are available, although not sophisticated and modern is one of the supporting processes for a smooth work process.

**Job Satisfaction**

According to Martoyo (1992: 115), job satisfaction is a psychological aspect that reflects a person's feelings about his job, he will feel satisfied with the match between his abilities, skills, and expectations with the job he is facing. Satisfaction is a subjective condition that is the result of a conclusion based on a comparison of what employees receive from their work compared to what they expect, want, and think about as deserving or entitled to it. Meanwhile, each employee subjectively determines how satisfying the job is.

According to As'ad (2004: 104) job satisfaction is closely related to the attitude of employees towards their work, work situations, cooperation between leaders and employees. Meanwhile, according to As'ad (2004: 104) suggests that job satisfaction is a general attitude which is the result of several special attitudes towards work factors, self-adjustment, and individual social relations outside of work. From the limitations regarding job satisfaction, it can be concluded simply that job satisfaction is a person's feelings about his job. This means that the conception of job satisfaction sees it as a result of human interaction with the work environment.

According to Robbins (2008: 91), the term job satisfaction refers to the general attitude of an individual towards the work he does. A person with a high level of job satisfaction shows a positive attitude towards the job; someone who is dissatisfied with his job shows a negative attitude towards that job. Because in general when people talk about employee attitudes, more often they mean job satisfaction.

Hasibuan (2012: 202) job satisfaction is a pleasant emotional attitude and loves his job. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction is enjoyed at work, outside of work, and a combination of the two. Rivai (2008: 475) satisfaction is an evaluation that describes a person on his feeling happy or dissatisfied at work. Meanwhile, according to Cherrington (2010) "job satisfaction refers to how much an employee likes his job"

Work is an important part of a person's life, so job satisfaction also affects one's life. Wether and Davis (1996) state that job satisfaction is part of life satisfaction. Job satisfaction also depends on intrinsic, extrinsic results, and job holders' perceptions of their work, so that job satisfaction is the level at which a person feels positive or negative about various aspects of work, workplace, and relationships with work friends (Donnelly, 2006: 464-465). The higher the assessment of the activity felt following the wishes of the individual, the higher the satisfaction with these activities. So in general, job satisfaction can be interpreted as something fun or unpleasant in which employees perceive their work.

According to Sumantri (2001), the characteristics of satisfied workers' behavior are those who have a high organizational culture to work, they are happier in doing their work, while the characteristics of less satisfied workers are those who are lazy to go to work and are lazy to do their work. So it can be concluded that job satisfaction is a person's feeling or attitude towards the work he does, which can be influenced by various factors, both internal and external factors.

The factors that affect job satisfaction basically can be two parts, namely intrinsic factors or factors that come from within the employee itself such as the expectations and needs of the individual and secondly are extrinsic, extrinsic factors, namely factors originating from the employee's self, including company policies, the physical condition of the work environment, interactions with other employees, the payroll system, and so on. Theoretically, many factors can affect job satisfaction, such as leadership style, behavior, locus of control, the fulfillment of payroll expectations, and work effectiveness.

The factors that are usually used to measure the job satisfaction of an employee are: (a) job content, actual job performance and as control over the job; (b) supervision; (c) organization and management; (d) opportunities for advancement; (e) salary and other financial benefits such as incentives; (f) colleagues; and (g) working conditions (Chruden & Sherman, 1972: 312-313).

**Organizational Performance**

The term performance in raw can be interpreted as an assessment to find out the final goals to be achieved by individuals, groups, and organizations. In this sense, performance is a tool that can be used to measure the level of achievement or group and individual policies. Several opinions regarding performance were also expressed by several experts as follows:

According to Keban (2004) performance is a translation of performance which is often defined as "appearance", "demonstration" or "achievement". This also agrees with what Mangkunegara (2008: 67) said that the term performance comes from the word job performance or actual performance, namely the work performance or achievement to be achieved.

According to Prawirosentono (2009: 17) argues that performance is the result of work that can be
achieved by employees or groups of employees in an organization, following their respective authorities and responsibilities to achieve the goals of the organization concerned legally, does not violate the law and following morals and ethics.

Based on some of the opinions above, it can be said that the concept of performance is a description of the achievements by employees or groups in an organization in implementing activities, programs, policies to realize the vision, mission and goals of the organization that have been previously set. This also explains that the concept of performance is closely related to the concept of organization.

**Research Methods**

**Object of Research**
The research was conducted at the UPT Investment and One Door Integrated Services, Cipayung District.

**Population and Sample**
The population is a generalization area consisting of objects/subjects that have certain quantities and characteristics set by the researcher for the study and then draw conclusions (Sugiyono, 2011). The sample is a part of the population to represent the entire population (Surakhmad, 2001).

The total number of employees is 34 people. This number is the total number of employees in the company. This sampling technique is also known as the saturated sampling method. In this sampling method, the entire population is involved in sampling.

**Research Results and Discussion**

1. **The influence of leadership and work environment on organizational performance**

   Based on the results of the study, it is known that the calculated F value of 25.269 and a significant of 0.00. This value is less than 0.05. This means that the variables of leadership and work environment simultaneously influence organizational performance. The magnitude of the influence of the independent variable on the dependent variable, it is known that the value of r squared is 62.0%, meaning that the leadership and work environment variables affect organizational performance by 62.0%, while the rest is influenced by other variables not included in the equation model.

2. **Partial influence of leadership on organizational performance**

   The result of the analysis of the influence of leadership on performance partially shows that the coefficient of leadership is 0.488. The t value is 3.162, a significant value of 0.00. This significant value is smaller than 0.05. This means that the leadership variable partially affects organizational performance. The magnitude of the influence of leadership on organizational performance is known that the value of r squared is 0.238. This means that the influence of the leadership variable on performance is 23.8% and the rest is influenced by other variables that are not included in the equation model.

3. **Partially influence of the work environment on organizational performance**

   The results of the analysis of the effect of the work environment on performance partially show that the coefficient of the work environment is 0.640. The t value is 4.712. The significant value is 0.00. This significant value is smaller than 0.05. This means that work environment variables partially influence organizational performance. The magnitude of the influence of the work environment on organizational performance is known to be the value of r squared of 0.410. This means that the influence of work environment variables on organizational performance is 41.0% and the rest is influenced by other variables that are not included in the equation model.

4. **Partially influence of job satisfaction on organizational performance**

   The results of the analysis of the effect of job satisfaction on performance partially show that the coefficient of job satisfaction is 0.893. The t value is 11.208. The significant value is 0.00. This significant value is smaller than 0.05. This means that the job satisfaction variable partially affects organizational performance. The magnitude of the effect of job satisfaction on organizational performance can be seen that the value of r squared is 0.797. This means that the influence of work environment variables on organizational performance is 79.7% and the rest is influenced by other variables that are not included in the equation model.

5. **The influence of leadership on organizational performance through job satisfaction variables**

   Based on the partial path analysis, it is known that the influence of leadership on organizational performance is 0.488. The influence of leadership on performance through the work environment is 0.562 x 0.893 = 0.501. In this case, the indirect effect is greater than the direct effect, so it can be said that the job satisfaction variable is intervening.

6. **The influence of the work environment on organizational performance through job satisfaction variables**

   Based on the partial path analysis, it is known that the direct effect of the work environment on organizational performance is 0.640. While the influence of the work environment on organizational performance through job satisfaction is 0.805 x 0.893 = 0.719. In this case, the direct effect is smaller than the indirect effect, so it can be said that the job satisfaction variable is intervening.
CONCLUSION

Leadership and work environment variables simultaneously influence organizational performance. The calculated F value is 25.269 and the significant is 0.00. This value is less than 0.05. The value of r squared is 62.0%, which means that leadership and work environment variables affect organizational performance by 62.0%, while the rest is influenced by other variables that are not included in the equation model.

The leadership variable partially affects organizational performance. The t value is 3.162. The significant value is 0.00. This significant value is smaller than 0.05. The value of r squared is 0.238. This means that the influence of the leadership variable on performance is 23.8% and the rest is influenced by other variables that are not included in the equation model.

Work environment variables partially influence organizational performance. The t value is 4.712. The significant value is 0.00. This significant value is smaller than 0.05. The value of r squared is 0.410. This means that the influence of the work environment variable on organizational performance is 41.0% and the rest is influenced by other variables that are not included in the equation model.

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The influence of leadership on organizational performance is 0.488. The influence of leadership on performance through the work environment is 0.562 x 0.893 = 0.501. In this case, the indirect effect is greater than the direct effect, so it can be said that the job satisfaction variable is intervening.

The effect of the work environment on organizational performance through job satisfaction is 0.805 x 0.893 = 0.719. In this case, the direct effect is smaller than the indirect effect, so it can be said that the job satisfaction variable is intervening.

Recommendations

In improving organizational performance, organizations need to consider leadership, work environment, and job satisfaction. Leadership provides direction and coordination to subordinates in achieving goals and a willingness to be the main person in charge of organizational activities. In this case, the leader should always be fair in all matters, provide suggestions to employees, support the achievement of goals, always increase the potential of human resources, and respect the work of employees.

Organizational performance can also be improved by enhancing a conducive environment. This is done by increasing harmonious relations among all employees and providing the work facilities needed by employees.

Organizational performance can also be improved by increasing employee satisfaction. Job satisfaction is an assessment, feeling, or attitude of a person or employee towards their job and is related to the work environment and so on. Job satisfaction can be increased by increasing the salary earned by employees, increasing a pleasant atmosphere for the job itself, increasing promotion opportunities and increasing good supervision for employees.

REFERENCES