

Effect of work environment, motivation, and leadership on job satisfaction in a case study (UPK) of the Water Agency of the Environmental Service, Cakung sub-district, East Jakarta)

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Abstrack - *This study aims to determine the relationship between the Work Environment, Motivation, and Leadership on Job Satisfaction of the Unit Pengelola Kebersihan (UPK) Kecamatan Cakung. The population of this research is the UPK Badan Air Cakung janitor by using google from as a questionnaire media. The sampling method uses Slovin technique with a sample size of 138 respondents. The strategy used in this study is a quantitative strategy that is measured by calculating the partial determination coefficient (R_2) and testing the t-test hypothesis with SPSS 25.0. The results showed that, (1) Work Environment partially had a significant effect on Job Satisfaction, (2) Motivation partially had a significant effect on Job Satisfaction, (3) Leadership had a partially significant effect on Job Satisfaction.*

Keywords: *Work Environment, Motivation, Leadership, and Job Satisfaction*

I. INTRODUCTION

In building the capital city, it aims to achieve success, both in terms of the maintenance of facilities and infrastructure, such as cleanliness and improvement of riverbanks in each region, which rely heavily on potential human resources and have high dedication. With that Human resource management faces the challenge of preparing and bringing appropriate and better officers into the organization and meeting their needs and expectations.

Job satisfaction in general is the level of pleasure that a person feels for his role or job in an organization. The level of individual satisfaction that they are rewarded accordingly from various aspects such as aspects of the work environment, motivation or leadership. When a person is satisfied at work, of course he will try as much as possible with all his ability to complete his job and thus the productivity and work output of the officers will increase optimally.

The decrease in the level of job satisfaction of UPK (Cleaning Management Unit) officers is one of them because the work environment, in theory according to Isyandi (Nuraini, 2013: 97), the work environment is something that exists in the workers' environment that can affect him in carrying out his duties, such as humidity, temperature, ventilation, lighting and noise, cleanliness of the work place, and the adequacy of work equipment. The physical work environment that occurs in the Cakung District UPK is when the officers find dangerous animals, for example, such as large snakes. In addition, dirty water that comes from factory or household waste can cause skin diseases which can also hinder the work of UPK officers. Meanwhile, the non-physical work environment that occurs in the Cakung District UPK is like competing with each other to win a position, for example wanting each other to become team heads. These problems made UPK Air Agency officers jealous and their job satisfaction decreased. And it can lead to a loss of commitment from the officers to make Jakarta better in terms of cleanliness and tidiness.

Every company needs to provide motivation to employees to increase morale. According to Siagian (2011: 89), defines work motivation as a driving force for someone to contribute as much as possible for the success of the organization to achieve its goals, with the understanding that achieving organizational goals means achieving personal goals of the members of the organization concerned. Meanwhile, the motivation that occurred in the UPK Air Agency of Cakung Subdistrict was a contract system that was only 12 months old and there was no career path that the officers got. This problem can cause the officers' motivation to decrease because there is no certainty obtained regarding the 12-month contract regulation and make the assignments uneasy about their future fate.

According to Hasibuan (2013), leadership is a way for leaders to influence their subordinates so that they are willing to work together and work productively to achieve organizational goals. Because a leader is a figure who has a program that uses a certain way or style to encourage, motivate, and coordinate members in the company in achieving predetermined goals. The leadership that occurs in UPK Cakung District is that the leader does not review and evaluate his employees, for example if there is one employee who makes a mistake the leader is reluctant to reprimand because he expects that the employee will realize the mistake by himself. Because what the leader should do is if an employee makes a mistake, he must reprimand him so that the employee can evaluate where their mistake is.

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With a large number of cleaning officers, namely 210, not all officers work professionally. So a 12 month contract system was held which was aimed at evaluating the performance of the officers. With this system, officers whose performance is considered poor will not be extended. This will be a concern for officers and will reduce the work satisfaction that has been previously owned. Because the presence of dismissed officers has become a separate fear of commitment for the officers.

UPK Water Agency owned by the DKI Jakarta Environment Agency to achieve the goal of creating a better Jakarta, especially in terms of cleanliness of rivers and riverbanks. In carrying out their duties, officers also have problems with their work. The existence of disturbances to these officers can cause problems, such as a lack of morale in officers which can result in decreased performance. Professional demands and workloads that are getting higher create a lot of pressures that must be faced by officers. Apart from the pressure that comes from the work environment, family environment, and social environment, it also has the potential to cause anxiety. The impact arising from this problem can be detrimental to the officers themselves, related agencies and local residents.

With a difficult daily life, the workload will cause a decrease in job satisfaction and it is feared that the performance of the officers will also decline and not be optimal, which will have an impact on the cleanliness and tidiness of Jakarta, which is currently being carried out, disturbed or even stopped.

II. LITERATURE REVIEW

2.1. Review of Previous Research Results

The first research from Abraham D. Bujung, S.L.H.V. Joyce Lapijan, Greis M. Sendow, entitled "Factors that affect job satisfaction (Case study: casual daily labor at the environmental office of the city of Manado in the gardening and funeral section" conducted in 2017. With ISSN number: 2303-1174 Vol. 5 No. 3 September 2017 Hal. 3220-3229.

The purpose of this study was to determine whether the determinants of job satisfaction Wages, leaders / supervisors, co-workers and the work itself simultaneously or partially affect the job satisfaction of freelance workers at the Environmental Office of the City of Manado, Park and Cemetery Section. The research sample was determined by the census study method or the population was sampled as much as 65 THL and the data analysis technique used multiple regression analysis.

The results of the study concluded that: Wages, leaders / supervisors, co-workers and the work itself simultaneously have a significant effect on job satisfaction; Wages partially have a significant effect on job satisfaction; Partially leaders / supervisors do not have a significant effect on job satisfaction; Coworkers partially do not have a significant effect on Job Satisfaction; The job itself partially does not have a significant effect on job satisfaction. The agencies, in this case the Manado City Environmental Service, are able to strive to increase the job satisfaction of temporary daily workers (laborers) by supporting factors such as appropriate and fair wages according to the contribution given by each freelance worker, increasing the role of leaders who oriented to freelance workers and see the relationship between daily casual workers.

The second research by Muhammad Agung, Djunaidi, Puji Astuti entitled "The Effect of Compensation, Motivation, and Work Environment on the performance of the employees of the technical implementation unit of the Nganjuk District Water Resources Management Service" was conducted in 2019. With the number E-ISSN: 2621-2374 JIMEK - Volume 2 number 1 July 2019.

The purpose of this research is that the population is 100 contract employees, so the sample is taken using the Slovin formula, namely the sample used is 80 respondents. Based on the research results, the regression equation is obtained as follows: $Y = 1.135 + 0.259 X_1 + 0.408 X_2 + 0.212 X_3$. Based on the results of statistical data, the indicators of this study are valid and the variables are reliable. In the normality and multicollinearity test the data of this study were normally distributed and there was no multicollinearity disorder.

The results showed that the t value of each was 2.752 for compensation, 2.860 for motivation and 2.253 for the work environment with a t-table value of 1.668 (t count > t table), which means that the three variables each influence the performance variable. The results of the F test show the calculated F value of 10.080 with a significant level of 5% and it is known that the significance value of 0.000 is smaller than 0.05, which means that the three variables have a simultaneous effect on employee performance variables.

The third research by Afrinaldy Rustam entitled "The influence of motivation, discipline, and leadership style on the job performance of cleaning workers" was conducted in 2016. With the number E-ISSN 2407-1684 Vol. 13, no. 2, December 2016.

The research method used is multiple regression analysis where the motivating variable regression coefficient (X_1) = 0.137 leadership variable (X_3) = 0.364 is a constant value which shows a positive sign with the motivation, discipline and leadership variables, the workforce capacity will increase by 0.776 times. .

The fourth research by Andre Sompie, Rita N. Taroreh, and Genita G. Lumintang entitled "The Effect of Compensation, Career Development and Motivation on Job Satisfaction of Manado City Environmental Service Employees" which was conducted in 2019. With ISSN number: 2303-1174 Vol . 7 No. January 1, 2019, p. 851-860.

The purpose of this study was to analyze the effect of compensation, career development and motivation on employee job satisfaction. The population in this study amounted to 70 people, using non-probability sampling techniques and the Slovin formula, the sample of this study was 41 respondents. Data analysis was in the form of validity test, reliability test, normality test, multicollinearity test, heteroscedasticity test, multiple linear regression analysis, determinant coefficient test, F test, and t test.

The results of this study indicate that simultaneously compensation, career development and motivation have an effect on employee job satisfaction, partially compensation and motivation have a positive and significant effect on job satisfaction, while career development has no significant effect on job satisfaction. Based on the correlation coefficient test and the coefficient of determination, that is, work experience and work stress have an influence of 96.3% on employee performance and fall into the category of a very strong relationship. The Environmental Office of Manado City should be able to maintain and increase employee job satisfaction, by encouraging aspects of compensation and motivation.

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The fifth research by Ni Putu Intan Ratnasari, and A.A Sagung Kartika Dewi entitled "The Influence of Motivation, Physical Work Environment, and Leadership on Employee Job Satisfaction" was conducted in 2014. With ISSN number: 2303-8912 Vol. 3 No. 7 July 2014.

The purpose of this research is job satisfaction is a condition in which employees can feel pleasant or unpleasant feelings in doing their job. This study aims to determine the effect of motivation, physical work environment and leadership on employee job satisfaction at the Office of Manpower and Transmigration, Tabanan Regency. With 46 respondents, this location was chosen because it was found problems related to motivation, working conditions and leadership that affect employee satisfaction. Data collection was done by distributing questionnaires. The data were analyzed using multiple linear regression analysis techniques which had previously passed the classical assumption test.

The results of the analysis show that these variables have a positive and significant effect both simultaneously and partially on job satisfaction. In addition, motivation is the dominant variable affecting employee job satisfaction at the Manpower and Transmigration Office of Tabanan Regency. Judging from the results of the analysis, the company must pay more attention to employee work comfort.

The sixth research by Adi Indrayanto, Sigit W.D Nugroho, and Titi Nurfitri entitled "Influence of work motivation and work environment on competitive advantage: Study of Indonesia and China tourism works" which was conducted in 2018, JAM Vol: 16 number 1 March 2018.

The purpose of this research is to study the relationship between work motivation and work environment on competitive advantage that is developed by creativity and innovation. The total respondents in this study were 368 respondents consisting of 181 from Indonesia and 187 from China. By using Partial Least Square (PLS) analysis.

The results of the external model, inner model, and hypothesis testing using the t-test are as follows: work motivation has a significant positive effect on creativity. The work environment has a significant influence on creativity. Creativity has a significant positive effect on innovation. The implication of the conclusion below shows that tourism workers must increase work motivation because they can provide positive feedback to the organization. Increasing work motivation can also increase creativity in individuals in facing a dynamic environment to create competitive advantages and win over competitors.

The seventh research by Murgianto, Siti Sulasmi, and Suhermin entitled "The effects of commitment, competence, work satisfaction on motivation, and performance of employees at the integrated service office of East Java" was conducted in 2016. With ISSN number: 2320-5407 Ijar (2016), Volume 3, Issue 378-396.

The method used is a survey with a population of employees in 7 districts of East Java Province, Indonesia totaling 250 respondents. Samples were taken from 154 respondents randomly. The data analysis method used Structural Equation Modeling (SEM) with Amos version 20. The results showed that after implementing one-door integrated service it has improved employee performance because work motivation partly mediates the effect of job satisfaction on employee performance. The dominant variables in influencing employee performance are motivation, after that satisfaction, commitment and competence. In general, it can be concluded that commitment, competence, and job satisfaction have a significant effect on the work motivation of employees who work in the East Java Integrated Service Office. Commitment, competence, and job satisfaction each also have a significant influence on employee performance in the Integrated Service Office in East Java. Meanwhile work motivation has a significant effect on employee performance at the Integrated Service Office in East Java.

The eighth research by Thomi Setyo Prabowo, Noermijati, and Dodi Wirawan Irawanto entitled "The influence of transformational leadership and work motivation on employee performance mediated by job satisfaction" was conducted in 2018, JAM Vol 16 number 1 March 2018.

This research uses quantitative analysis using an explanatory study. Data were analyzed using PLS for significance test and Sobel test for mediation test. The results showed that transformational leadership had no significant effect on employee performance but had a significant effect on job satisfaction. However, work motivation has a significant effect on employee performance and job satisfaction. In addition, job satisfaction has a significant effect on employee performance. Job satisfaction is also fully mediated by the effect of transformational leadership on employee performance and partly mediated by the influence of work motivation on employee performance. The indicator that causes the effect of transformational leadership that is not significant to employee performance is individual consideration, which does not run optimally at Hotel Kartika Graha.

2.2. Theoretical basis

2.2.1. Work environment

2.2.1.1. Definition of Work Environment

According to Saydam (in Rahmawanti et al, 2014: 226) defines the work environment as a whole work infrastructure around employees who are carrying out work which can affect the work itself. Although the work environment is an important factor and can affect employee performance, currently there are still many companies that do not pay attention to the conditions of the work environment around their company.

2.2.1.2. Work Environment Indicator

The indicators used in this study refer to the theory put forward by Wursanto (2011: 47), while the indicators of the work environment are as follows:

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- a. Work atmosphere
 - 1. Family atmosphere
 - 2. The atmosphere is comfortable
- b. Treatment
 - 1. Good treatment among colleagues
 - 2. Fair treatment between colleagues and superiors.
- c. Sense of secure
 - 1. Protection from threats of dismissal
 - 2. Protection from the threat of work accidents
- d. Harmonious relationship
 - 1. Communication among employees
 - 2. Communication with superiors

2.2.2. Motivation

2.2.2.1. Definition of Motivation

According to Handoko (2010: 143), motivation comes from the Latin word *movere* which means encouragement or giving a driving force that creates a person's work enthusiasm so that they are willing to work together, work effectively, and are integrated with all their efforts to achieve satisfaction.

2.2.2.2. Motivation Indicators

According to Wibowo (2011: 162), the dimensions and indicators of motivation are as follows:

- 1. Need for achievement:
 - a. Work target
 - b. Work quality
 - c. Responsible
 - d. Risk.
- 2. The need to expand associations
 - a. Communication
 - b. Friendship
- 3. The need to master a job
 - a. Leader
 - b. Company ambassadors
 - c. Exemplary

2.2.3. Leadership

2.2.3.1. Definition of Leadership

According to Sutikno (2014: 16) Leadership in organizations is directed at influencing the people they lead, so that they want to act as expected or directed by others who lead them.

2.2.3.2. Leadership Indicators

According to Thoha (2010: 52), leadership indicators can be seen from the function of leadership in relation to increased activity and organizational efficiency, namely:

1. The leadership function as an innovator
 - a. Leadership ability to innovate
 - b. The ability of the leadership in conceptual which is entirely implemented in an effort to maintain and or improve company performance
2. The function of leadership as a communicator
 - a. Ability to convey the intent and purpose of communication
 - b. The leadership's ability to understand, understand and take the essence of the conversation
3. Leadership functions as a motivator
 - a. The leadership's ability to encourage employees to work according to their responsibilities
 - b. The leadership's ability to contribute to the successful achievement of organizational goals

2.2.4. Job satisfaction

2.2.4.1. Definition of Job Satisfaction

According to Mila Badriyah (2015: 227) states that job satisfaction is one of the most important factors to get optimal work results, when a person feels satisfaction at work, he will try as much as possible to the best of his ability to complete his job duties. Thus the productivity and work results will increase optimally.

2.2.4.2. Job satisfaction indicators

Indicators of job satisfaction according to Marihot Tua Efendi (2010: 291), namely:

- a. Salary is the amount of payment that a person receives as a result of carrying out work.
- b. The work itself is the content of the work a person does
- c. Colleagues are friends who always interact in the implementation of work
- d. Promotion is the possibility of someone developing through promotion.
- e. A supervisor is someone who always gives orders or instructions in carrying out work.

2.2.5. Research Hypothesis

According to Sugiyono (2017: 99) Hypothesis is a temporary answer to the formulation of research problems, in which the formulation of research problems has been stated in the form of questions. The hypothesis is said to be temporary because the answers given are only based on theory. Based on the research above, the research takes the hypothesis:

1. It is assumed that there is a partially significant influence of the work environment variable (X1) on job satisfaction (Y) of the UPK Water Agency officers
2. It is assumed that there is a partially significant influence of the motivation variable (X2) on job satisfaction (Y) of the UPK Water Agency officers
3. It is assumed that there is a partially significant influence of the leadership variable (X3) on job satisfaction (Y) of the UPK Water Agency officers

III. RESEARCH METHOD

3.1. Research Strategy

The strategy used is an associative strategy, a research strategy used to determine the effect of one or more independent variables on the dependent variable. This study aims to provide an explanation of how the influence of the independent variables, namely Work Environment (X1), Motivation (X2), Leadership (X3) on Job Satisfaction (Y) which is the dependent variable.

3.2. Population and Sempel

According to Sugiyono (2010: 117) population is a generalization area consisting of objects / subjects that have certain qualities and characteristics that are determined by researchers to study and then draw conclusions.

According to Sugiyono (2013: 55) the sample is part of the number and characteristics possessed by the population. Thus the sample is part of the population whose characteristics are to be investigated and can represent the entire population so that the number is less than the population. The sampling technique used in this study was Simple Random Sampling which was stated simple (simple) because the sampling of members of the population was done randomly without paying attention to the strata in the population. Simple random sampling is a technique for obtaining samples that are directly carried out in the sampling unit. Then each sampling unit as an element of a remote population has the same opportunity to become a sample or to represent its population. So the total population in the study were all officers who worked at the UPK Air Agency of Cakung

District, totaling 210. In this study the researchers narrowed the population, namely 210 officers by calculating the sample size using the Slovin technique, which is a formula or formula to calculate the number minimal sample if the behavior of a population is not known with certainty. Therefore the population is large or unknown, the formula is as follows:

$$n = \frac{N}{1 + N_e^2}$$

Where :

n = Sample size

N = Total population

e = Percent allowance for uncertainty with an error rate of 5%

The total population is 210 employees, with a allowance level of 5% (0.05) or it can be said that the accuracy level is 95% (0.95) so that the sample taken to represent the population is:

$$n = \frac{210}{1 + (210)(0,05)^2} = \frac{210}{1 + 0,525}$$

$$n = 138$$

Based on the above calculations, it can be stated that the number of samples for this study was 138 respondents.

3.3. Variable Operationalization

The data collection chosen in this study is a questionnaire. The questionnaire is a list of written questions addressed to respondents. Respondents' answers to all questions in the questionnaire are then recorded / recorded. The questionnaire is also suitable if the number of respondents is large enough and spread over a large area.

This study measures the independent variable against the dependent variable on the change of any decrease or increase in the independent variable that will affect the dependent variable, namely the Likert scale. The data that has been obtained is processed with a Likert scale.

Tabel 3.1
Likert scale for questionnaire answers

No.	Pertanyaan	Kode	Skor
1	Sangat Setuju	SS	4
2	Setuju	S	3
3	Tidak Setuju	TS	2
4	Sangat Tidak Setuju	STS	1

Sumber: Sugiyono (2013)

While the measured variables are described in several indicators, this will be used to compile instrument items in the form of a statement in a comment. To be able to determine the indicators of each variable under study, it requires broad and in-depth insights into the variables studied, and supporting theories. The use of theory to construct instruments must be as careful and precise as possible in order to obtain valid indicators.

3.4. Data analysis method

The data collected from the survey results will be grouped based on variables and types of respondents and tabulated. Data processing is done by calculation, using SPSS (Statistical Package for the Social Sciences) software so that the calculation results can be obtained quickly.

In this study, the data that has been collected will be presented in tabular form which is expected to facilitate research in analyzing and understanding the data, so that the data presented is more systematic.

Statistical analysis of data was carried out with the aim of calculating the data obtained in this study, namely from the results of a survey through a questionnaire, which would be grouped by variables and types of respondents, tabulating, preparing data for each variable studied and after that doing calculations to test the hypothesis has been filed. The method used in this research is to use the coefficient of determination analysis and partial hypothesis testing.

3.4.1. Analysis of the Coefficient of Determination (R2)

The coefficient of determination (R2) basically measures how far the model's ability to explain the variation in the dependent variable. The coefficient of determination is between zero and one. The small value of R2 means that the ability of the independent variables to explain the variation in the dependent variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict the dependent variable.

The more the coefficient of determination approaches the number 0, the smaller the effect of the independent variables simultaneously on the dependent variable. Conversely, the more the coefficient of determination approaches 1, the greater the influence of the independent variables simultaneously on the dependent variable. To measure the influence of independent variables on the dependent variable partially or multiple, the coefficient of determination (KD) will be used with the formula:

1. Effect of partial determination X1 on Y (X2 and X3 Constant)
 $KD1.23 = r_{y1.232} \times 100\%$
2. Effect of partial determination X2 on Y (X1 and X3 Constant)
 $KD2.13 = r_{y2.132} \times 100\%$
3. Effect of partial determination X3 on Y (X1 and X2 Constant)
 $KD3.1.2 = r_{y3.122} \times 100\%$

3.4.2. Hypothesis testing

Hypothesis testing is used to partially measure the significant effect of the independent variables on the related variables.

Hypothesis testing in this study are:

Partial Testing

- a. Work environment (X1) on job satisfaction (Y)
Ho: $\rho_{1.23} = 0$ (there is no influence of the work environment on job satisfaction)
Ha: $\rho_{1.23} \neq 0$ (there is an influence of the work environment on job satisfaction)
- b. Motivation (X2) for job satisfaction (Y)
Ho: $\rho_{2.13} = 0$ (there is no influence of motivation on job satisfaction)
Ha: $\rho_{2.13} \neq 0$ (there is an influence of motivation on job satisfaction)
- c. Leadership (X3) on job satisfaction (Y)
Ho: $\rho_{3.12} = 0$ (there is no leadership influence on job satisfaction)
Ha: $\rho_{3.12} \neq 0$ (there is a leadership influence on job satisfaction)

To make a conclusion, the significant value is compared with the real level α ($5\% = 0.05$) with the following criteria:

Ho is rejected, if significant $< \alpha$, and Ha is accepted
Ho is accepted, if significant $\geq \alpha$, and Ha is rejected

IV. RESULTS AND DISCUSSION

4.1 Results of Variable Operationalization Testing

4.1.1. Validity test

According to Sugiyono (2014) it is used to measure the accuracy or accuracy of a research instrument. The questionnaire or research instrument is said to be valid for this study if it has a validity value of 0.30 (critical) or more, so that the factor is a good construction, and vice versa, if the validity value is less than 0.30 the research instrument is said to be invalid.

Every statement of the instrument needs to be tested for the validity of each item, so that we can find out whether or not each statement in this study is valid. Testing using the SPSS version 25.0 program.

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1. Validity Test of Work Environment Variables (X1)

The following are the results of data processing for the Work Environment instrument statement (X1) consisting of 8 statements, in table 4.1. as follows:

Tabel 4.1
Validity of Instruments Per Item Work Environment Variable (X1)

No. Pernyataan	r_{hitung}	r_{kritis}	Keputusan
X1.1	0.497	0.30	Valid
X1.2	0.711	0.30	Valid
X1.3	0.785	0.30	Valid
X1.4	0.802	0.30	Valid
X1.5	0.731	0.30	Valid
X1.6	0.604	0.30	Valid
X1.7	0.804	0.30	Valid
X1.8	0.798	0.30	Valid

Sumber : Data Diolah (2020)

From the data obtained and shown in table 4.1. The results of the Work Environment variable (X1) all statements have a value of $r_{hitung} > 0.30$, so the data can be said to be valid and can be used in this study.

2. Test the Validity of Motivation Variables (X2)

The following are the results of data processing for the Motivation instrument statement (X2) consisting of 8 statements, in table 4.2. as follows:

Tabel 4.2

Instrument Validity Per Item Motivation Variable (X2)

No. Pernyataan	rhitung	rkritis	Keputusan
X2.1	0.751	0.30	Valid
X2.2	0.798	0.30	Valid
X2.3	0.691	0.30	Valid
X2.4	0.663	0.30	Valid
X2.5	0.757	0.30	Valid
X2.6	0.547	0.30	Valid
X2.7	0.843	0.30	Valid
X2.8	0.904	0.30	Valid

Sumber : Data Diolah (2020)

From the data obtained and shown in table 4.2. the results of the Motivation variable (X2) all statements have a value of $r_{count} > 0.30$, so the data can be said to be valid and can be used in this study.

3. Leadership Variable Validity Test (X3)

The following are the results of data processing for the Leadership instrument statement (X3) consisting of 8 statements, in table 4.3. as follows:

Tabel 4.3

Instrument Validity Per Item Leadership Variable (X3)

No. Pernyataan	rhitung	rkritis	Keputusan
X3.1	0.683	0.30	Valid
X3.2	0.769	0.30	Valid
X3.3	0.805	0.30	Valid
X3.4	0.860	0.30	Valid
X3.5	0.871	0.30	Valid
X3.6	0.822	0.30	Valid
X3.7	0.720	0.30	Valid
X3.8	0.862	0.30	Valid

Sumber : Data Diolah (2020)

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From the data obtained and shown in table 4.3. The results of the Leadership variable (X3) all statements have a value of $r_{count} > 0.30$, so the data can be said to be valid and can be used in this study.

4. Validity Test of Job Satisfaction Variable (Y)

The following are the results of data processing for the statement of the Job Satisfaction instrument (Y) consisting of 11 statements, in table 4.4. as follows:

Table 4.4
Instrument Variable Per Item Variable Job Satisfaction (Y)

No. Pernyataan	r_{hitung}	r_{kritis}	Keputusan
Y1	0.588	0.30	Valid
Y2	0.658	0.30	Valid
Y3	0.711	0.30	Valid
Y4	0.699	0.30	Valid
Y5	0.644	0.30	Valid
Y6	0.808	0.30	Valid
Y7	0.652	0.30	Valid
Y8	0.849	0.30	Valid
Y9	0.748	0.30	Valid
Y10	0.848	0.30	Valid
Y11	0.752	0.30	Valid

Sumber : Data Diolah (2020)

From the data obtained and shown in table 4.4. the results of the variable Job Satisfaction (Y) all statements have a value of $r_{count} > 0.30$, so the data can be said to be valid and can be used in this study.

4.1.2. Reliability Test

After the validation test is carried out the research will conduct a reliability test. The reliability test was carried out using the Cronchbach's alpha method, which is the sum of the squares of the total statement item values to calculate the total variance which is then entered into the Cronchbach's alpha coefficient formula. The instrument is said to be reliable if the Cronchbach's alpha value is > 0.70 .

1. Reliability Test of Work Environment Variables

Tabel 4.5

Reliability Test Results of Variable Instruments Work Environment

Reliability Statistics	
Cronbach's Alpha	N of Items
0,859	8

Sumber : Data Diolah (2020)

From table 4.5, it shows that the Cronbach's alpha coefficient formula results in a Work Environment reliability test (X1) of 0.859, this data is said to be reliable with evidence if $r_i > r_b$ (0.70).

2. Reliability Test of Motivation Variables

Tabel 4.6

Reliability Test Results of Motivation Variable Instruments

Reliability Statistics	
Cronbach's Alpha	N of Items
0,876	8

Sumber : Data Diolah (2020)

From the data 4.6, it shows that the Cronbach's alpha coefficient formula results in a reliability test of motivation (X2) of 0.876. This data is said to be reliable with evidence if $r_i > r_b$ (0.70).

3. Leadership Variable Reliability Test

Tabel 4.7

Leadership Variable Instrument Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
0,916	8

Sumber: Data Diolah (2020)

From data 4.7, it shows that the Cronbach's alpha coefficient formula results in a Leadership reliability test (X3) of 0.916, this data is said to be reliable with evidence if $r_i > r_b$ (0.70).

4. Job Satisfaction Variable Reliability Test

Tabel 4.8

Reliability Test Results of Variable Instrument Job Satisfaction

Reliability Statistics	
Cronbach's Alpha	N of Items
0,894	11

Sumber: Data Diolah (2020)

From data 4.8, it shows that the Cronbach's alpha coefficient formula results in a Job Satisfaction reliability test (Y) of 0.894, this data is said to be reliable with evidence if $r_i > r_b$ (0.70).

4.2 Statistical Analysis of Data

4.2.1 Analysis of the Coefficient of Determination

1. The coefficient of partial determination X1 against Y (X2 and X3 are constant)

Tabel 4.9

Partial Determination Coefficient X1 (Working Environment)

Correlations				
Control Variables			Lingkungan Kerja	Kepuasan Kerja
Motivasi & Kepemimpinan	Lingkungan Kerja	Correlation	1,000	0,263
		Significance (2-tailed)		0,002
		Df	0	134
	Kepuasan Kerja	Correlation	0,263	1,000
		Significance (2-tailed)	0,002	
		Df	134	0

Sumber: Data Diolah (2020)

From the results of data processing with SPSS version 25.0, the partial determination coefficient between X1 and Y is 0.263, thus the coefficient of determination of the Work Environment on Job Satisfaction can be calculated as follows:

$$\begin{aligned}KD_{1.23}^2 &= r_{y1.23}^2 \times 100\% \\&= 0,263^2 \times 100\% \\&= 6,91\%\end{aligned}$$

The result of the coefficient of determination of partially working environment on job satisfaction is 6.91%. So it can be interpreted that the influence of the Work Environment on Job Satisfaction is 6.91% and the remaining 93.09% is influenced by other variables.

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2. The coefficient of partial determination X2 against Y (X1 and X3 are constant)

Tabel 4.10

Partial Determination Coefficient X2 (Motivation)

Correlations				
Control Variables			Motivasi	Kepuasan Kerja
Lingkungan Kerja & Kepemimpinan	Motivasi	Correlation	1,000	0,340
		Significance (2-tailed)		0,000
		Df	0	134
	Kepuasan Kerja	Correlation	0,340	1,000
		Significance (2-tailed)	0,000	
		Df	134	0

Sumber: Data Diolah (2020)

From the results of data processing with SPSS version 25.0, the partial determination coefficient between X2 and Y is 0.340, thus the coefficient of determination of Motivation on Job Satisfaction can be calculated as follows:

$$\begin{aligned}
 KD_{1.23}^2 &= r_{y1.23}^2 \times 100\% \\
 &= 0,340^2 \times 100\% \\
 &= 11,56\%
 \end{aligned}$$

The result of the partial determination coefficient of Motivation on Job Satisfaction is 11.56%. So that it can be interpreted that the influence of motivation on job satisfaction is 11.56% and the remaining 88.44% is influenced by other variables.

3. The coefficient of partial determination X3 against Y (X1 and X2 are constant)

Tabel 4.11
Partial Determination Coefficient X3 (Leadership)

Correlations				
Control Variables			Kepemimpinan	Kepuasan Kerja
Lingkungan Kerja & Motivasi	Kepemimpinan	Correlation	1,000	0,412
		Significance (2-tailed)		0,000
		Df	0	134
	Kepuasan Kerja	Correlation	0,412	1,000
		Significance (2-tailed)	0,000	
		Df	134	0

Sumber: Data Diolah (2020)

From the results of data processing with SPSS version 25.0, the partial determination coefficient between X3 and Y is 0.412, thus the coefficient of determination of Leadership on Job Satisfaction can be calculated as follows:

$$\begin{aligned}KD_{1.23}^2 &= r_{y1.23}^2 \times 100\% \\&= 0,412^2 \times 100\% \\&= 16,97\%\end{aligned}$$

The result of the partial determination coefficient of leadership on job satisfaction is 16.97%. So it can be interpreted that the influence of leadership on job satisfaction is 16.97% and the remaining 83.03% is influenced by other variables.

4.2.2. Hypothesis Testing

Partial hypothesis testing (t test), which is to find out whether each independent variable consisting of X1, X2, X3 has a significant effect on the dependent variable (Y), if done separately.

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Tabel 4.12

Partial Hypothesis Testing Results (t test)

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1,773	1,591		-1,115	0,267
	Total_X1	0,322	0,102	0,214	3,153	0,002
	Total_X2	0,504	0,121	0,345	4,179	0,000
	Total_X3	0,552	0,106	0,395	5,229	0,000

Sumber : Data diolah dengan program SPSS versi 25.0 (2020)

1. Partial Hypothesis Testing The Effect of Work Environment (X1) on Job Satisfaction (Y)

Based on the results of data processing with SPSS version 25.0. Obtained a significant value in the Work Environment variable of 0.002, which means $0.002 < 0.05$. So it can be concluded that H_0 is rejected and H_a is accepted, which means that there is a significant effect of the Work Environment on Job Satisfaction of Cakung Water Agency UPK officers.

2. Partial Hypothesis Testing The Effect of Motivation (X2) on Job Satisfaction (Y)

Based on the results of data processing with SPSS version 25.0. Obtained a significant value on the Motivation variable of 0.000, which means $0.000 < 0.05$. So it can be concluded that H_0 is rejected and H_a is accepted, which means that there is a significant effect of motivation on job satisfaction of Cakung Water Agency UPK officers.

3. Partial Hypothesis Testing The Effect of Leadership (X3) on Job Satisfaction (Y)

Based on the results of data processing with SPSS version 25.0. Obtained a significant value in the leadership variable of 0.000, which means $0.000 < 0.05$. So it can be concluded that H_0 is rejected and H_a is accepted, which means that there is a significant influence of leadership on job satisfaction of Cakung Water Agency UPK officers.

V. CONCLUSIONS AND SUGGESTIONS

5.1 Conclusion

1. The results of this study indicate that the environment provided by the Environmental Agency is maximal enough to build job satisfaction for officers. UPK Cakung Water Agency has a clean and tidy work environment that makes officers feel comfortable around the work environment. That way officers must be able to maintain the cleanliness of the environment that has been implemented by the Environmental Service.
2. The results of this study indicate that the motivation given by the leader is good enough to build morale of the Cakung Water Agency UPK officers. Especially when the leader gives suggestions or input if something goes wrong with his subordinates which makes the officers better understand where their mistakes are. Therefore, the UPK Cakung Water Agency must continue to maintain motivation to build job satisfaction of its employees.
3. The results of this study indicate that the leadership given by the leader in UPK Air Cakung is good enough to build job satisfaction. Especially when leaders maintain communication with their subordinates and provide innovations more often. This can build job satisfaction Cakung Water Agency UPK officers.

5.2 Suggestion

1. Based on the research results of the Work Environment variable with the question "I get protection from the threat of sudden dismissal" which has the lowest value. With the agency providing protection for termination of work, it can make officers concentrate in doing their job and officers will not feel restless if at any time they get threats of dismissal.
2. Based on the research results, the motivation variable with the question "I have responsibility for the risks in the company" which has the lowest value. It is best if the Dinas does not impose on the cleaning staff because they already have a heavier burden in the field, so that the cleaning staff will avoid excessive workloads.
3. Based on the results of the research variable Leadership with the question "Leaders are able to provide rewards for the success achieved by employees" which has the lowest value. It is recommended that the Department of Environment be able to provide rewards in the form of employee appointments for officers who have high morale and have a working age of more than 5 years.

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