

Analysis Of The Effect Of Leadership And Work Environment On Members' Performance With Job Satisfaction As Intervening Variable At Polres Berau

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ABSTRACT: *The purpose of this study was to determine whether leadership and work environment affect job satisfaction and performance of Berau Police personnel. The population in this study involved all Berau Police personnel. The sampling technique in this study was carried out by saturated sampling which was included in the non-probability sampling category. This research was a census where the entire population was sampled as many as 155 respondents. The measurement of the variables was carried out using a Likert scale. Data analysis was performed using the Structural Equation Model (SEM) method. The software used for analysis is Smart Partial Least Square (SmartPLS). The results show that leadership has a significant positive effect on job satisfaction, so hypothesis 1 in this study is proven. The work environment has a significant positive effect on job satisfaction so that hypothesis 2 in this study is proven. Leadership has no significant positive effect on performance, so hypothesis 3 in this study is not proven. The work environment has no significant positive effect on performance, so hypothesis 4 in this study is not proven. Job satisfaction has a significant positive effect on performance, so hypothesis 5 in this study is proven. Leadership has a significant positive effect on the performance of Berau Police personnel through job satisfaction. This means that the job satisfaction variable has been able to become a mediating variable, so hypothesis 6 in this study is proven. The work environment has a significant positive effect on the performance of the Berau Police personnel through job satisfaction. This means that the job satisfaction variable has been able to become a mediating variable, so hypothesis 7 in this study is proven.*

KEY WORD: *Leadership, Work Environment, Job Satisfaction, Personnel Performance.*

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I. INTRODUCTION

Achievement of employee satisfaction and performance, there are several factors that influence it, one of which is leadership. Leadership has a very important role in achieving employee satisfaction and performance, leaders who are able to provide their energy optimally determine the direction of the agency, besides that leaders must also understand the vision of the agency in order to determine realistic goals for their employees at work. The ability of leaders to encourage employees to be responsible is an equally crucial role in running the agency. The purpose of the agency will be easily understood and carried out by employees if it has leaders who have a leadership spirit in taking risks, loyalty to employees and agencies and leaders who are able to give awards to their employees. The phenomenon that occurs at the Berau Police, the leader has not fully implemented his role as a leader, this is because the leadership changes that continue to occur have caused the old policies to not be fully implemented, but a new leadership change has been carried out, causing personnel to re-adjust, so that the consistency of the leader's role is needed in running the Berau Police in order to avoid inequality between the new leadership and the old leadership.

Research conducted by Muslichah and Asrori (2018) Raimonda and Alonderiene (2016) Saleem (2015) states that leadership has a positive and significant influence on job satisfaction. In contrast to the research conducted by Cakmak et al. (2015) stated that the low involvement of leadership on employee job satisfaction, this is indicated by the insignificant effect of leadership on employee satisfaction. Research conducted by Basit et al. (2017) NawoseIng'ollan et al. (2017) Yusuf-Habeeb et al. (2017) stated that leadership has a positive and significant influence on employee performance. Research conducted by Al-Khajeh (2018) of several leadership results shows that leadership has an insignificant effect on performance.

Another factor that affects job satisfaction and employee performance in carrying out their duties is the work environment, namely everything that is around the worker, which can affect him in carrying out his duties.

Work environment factors can be in the form of office physical conditions that can improve a conducive atmosphere and work spirit and affect employee performance. The work environment includes clear job descriptions, adequate authority, challenging work targets, communication patterns, harmonious working relationships, dynamic work climate, career opportunities, and adequate work facilities. An unsatisfactory work environment can reduce morale and ultimately reduce employee work performance.

The problem that occurs in the Berau Police is that the availability of human resources is not maximized which leads to making the Berau Police Station productive, every training activity is still not optimal, the fulfillment of facilities and infrastructure to support the development of the Berau Police is not optimal. Research conducted by Jayaweera (2015) Khoiri Moh. Mujib (2013), Narasuci Setiawan and Noermijati (2018) and Prakoso (2014) state that the work environment has a significant influence on job satisfaction. In contrast to the research conducted by Sutanto Scheller-Sampson and Mulyono (2018), Widyaningrum (2019) stated that the work environment had an insignificant effect on job satisfaction. Empirical studies on the influence of the work environment on employee performance can be seen through research conducted by Al-Omari and Okasheh (2017) Arianto (2013) Chandrasekar (2011) and Mathews and Khann (2016) stated that the work environment has a significant effect on employee performance, while research conducted by Permansari (2013) and Sidanti (2015) states that the work environment has no significant effect on employee performance.

Optimizing the performance of the Berau Police Personnel is a manifestation of the seriousness of government officials in serving the community. Personnel as one of the implementing elements in the government becomes an obligation to provide optimal service. The success and performance of personnel in a field of work is determined by the leadership and work environment as well as their satisfaction in working in the field they are engaged in.

II. LITERATURE REVIEW

Relationship between leadership and job satisfaction

Based on the opinion of Yukl (2010) The relationship between leadership and job satisfaction based on path-goal theory, the influence of leader behavior on employee satisfaction depends on aspects of the situation, including job characteristics and employee characteristics. Job satisfaction and leadership are the most important elements that affect the overall effectiveness of the organization. Leaders who can apply the right leadership will be able to satisfy their subordinates so that employees become more active at work so that employee performance can be formed. The above results can be drawn a common thread to increase job satisfaction through participatory leadership behavior. Research conducted by Muslichah and Asrori (2018) Raimonda and Alonderiene (2016) Saleem (2015) states that leadership has a positive and significant influence on job satisfaction. In contrast to the research conducted by Cakmak et al. (2015) stated that the low involvement of leadership on employee job satisfaction, this is indicated by the insignificant effect of leadership on employee satisfaction.

H1: Leadership has a positive and significant effect on job satisfaction of Berau Police Personnel

Relationship between work environment and job satisfaction

Meyer and Allen (2013) argue that the main criterion felt by employees regarding the work environment is how concrete conditions are felt or internalized by employees when compared to reactions to the physical conditions of the work environment, for example to temperature increases, poor ventilation, humid air in the office, lack of light and others which are factors affecting job satisfaction. Research conducted by Jayaweera (2015) Khoiri Moh. Mujib (2013), Narasuci Setiawan and Noermijati (2018), Prakoso (2014) state that the work environment has a significant influence on job satisfaction. In contrast to the research conducted by Sutanto Scheller-Sampson and Mulyono (2018), Widyaningrum (2019) stated that the work environment had an insignificant effect on job satisfaction.

H2: The work environment has a positive and significant effect on the job satisfaction of the Berau Police Personnel

Leadership Relationship with Employee Performance

Many studies conclude that there is a significant influence between leadership variables on employee performance. Robbins and Judge (2015) argue that superior leadership which is more inclined to a leadership approach requires the leader to provide satisfaction and a good example. The more often leadership behavior is applied will have a significant positive impact on improving the quality of psychological empowerment of subordinates. The role of a leader who pays attention to the individual, can direct the vision and mission of the organization, provides satisfaction support, and creates new ways of working has been proven to play an effective role in the psychological empowerment of his subordinates. All leaders will always face the first three things, the challenge of overcoming resistance to change, second, mediating the needs of constituents, both from

within and outside the organization and third, being responsible for setting ethics or norms that require the behavior of everyone in the organization. The role of such a strategic leader encourages many people to try to analyze various aspects to find the nature and form of leadership that is expected to contribute to the achievement of organizational goals. The nature and form of leadership in question is a leadership trait that can move the entire potential of the organization to achieve goals. Research conducted by Basit et al. (2017) NawoseIng'ollan et al. (2017) Yusuf-Habeeb et al. (2017) stated that leadership has a positive and significant influence on employee performance. Research conducted by Al-Khajeh (2018) of several leadership styles, the results of the study show that leadership style has an insignificant effect on performance.

H3: Leadership has a positive and significant effect on the performance of the Berau Police Personnel

Relationship between work environment and employee performance

Robbins (2013) argues that human resources play a role in processing and utilizing resources and materials so that they become products, therefore, to improve performance, it is necessary to pay attention so that human resources can work efficiently and display employee performance that can contribute to productivity. fundamental problem for the achievement of employee performance. Empirical studies on the effect of the work environment on employee performance can be seen through research conducted by Al-Omari and Okasheh (2017) Arianto (2013) Chandrasekar (2011) Mathews and Khann (2016) stated that the work environment has a significant effect on employee performance, while research conducted by Permansari (2013) Sidanti (2015) states that the work environment has no significant effect on employee performance.

H4: The work environment has a positive and significant effect on the performance of the Berau Police Personnel

Relationship between job satisfaction and employee performance

Luthans (2010) argues that job satisfaction is defined as a pleasant state or positive emotion resulting from an employee's job appraisal or work experience. Job satisfaction results from employees' perceptions of how well their jobs provide what is seen as important. Five aspects of job satisfaction are measured by the job description index, namely the job itself related to responsibilities, interests, and growth; quality of supervision related to technical assistance and social support; relationships with colleagues related to social harmony and respect; promotion opportunities associated with opportunities for further development; and payments related to adequate payments and perceptions of fairness. Research conducted by Inuwa (2016), Javed et al. (2014) Abuhashesh et al. (2019) stated that satisfaction has a positive and significant effect on employee performance. In contrast to research conducted by Hidayah and Tobing (2018), it states that job satisfaction has no significant effect on employee performance.

H5: Job satisfaction has a positive and significant effect on the performance of the Berau Police Personnel

Leadership relationship with performance through job satisfaction

Yukl (2010) states that the relationship between leadership and job satisfaction based on path-goal theory, the influence of leader behavior on employee satisfaction depends on aspects of the situation, including job characteristics and employee characteristics. Job satisfaction and leadership are the most important elements that affect the overall effectiveness of the organization. Leaders who can apply the right leadership will be able to satisfy their subordinates so that employees become more active at work so that employee performance can be formed. The above results can be drawn a common thread to increase job satisfaction through participatory leadership behavior. Research conducted by Muslichah and Asrori (2018) Raimonda and Alonderiene (2016) Saleem (2015) states that leadership has a positive and significant influence on job satisfaction. In contrast to the research conducted by Cakmak et al. (2015) stated that the low involvement of leadership on employee job satisfaction, this is indicated by the insignificant effect of leadership on employee satisfaction.

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H6: Leadership has a positive and significant effect on performance through job satisfaction of Berau Police Personnel

Relationship between work environment and performance through job satisfaction

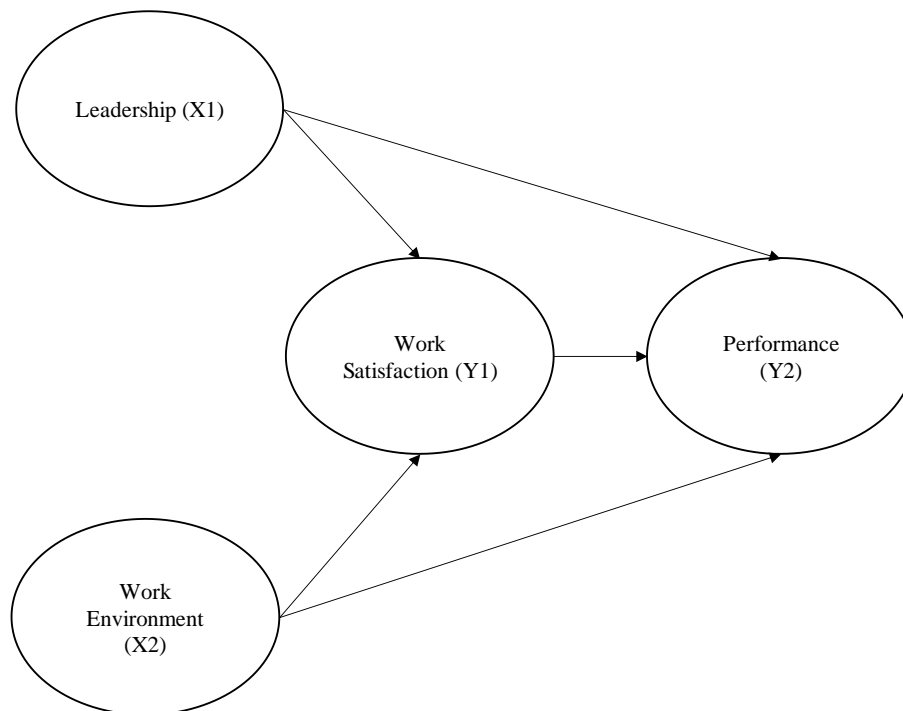
Meyer and Allen (2013) argue that the main criterion felt by employees regarding the work environment is how concrete conditions are felt or internalized by employees when compared to reactions to the physical conditions of the work environment, for example to temperature increases, poor ventilation, humid air in the office, lack of light and others which are factors affecting job satisfaction. Research conducted by Jayaweera (2015) Khoiri Moh. Mujib (2013) Narasuci Setiawan and Noermijati (2018) Prakoso (2014) stated that the work environment has a significant influence on job satisfaction. In contrast to the research conducted by Sutanto Scheller-Sampson and Mulyono (2018), Widyaningrum (2019) stated that the work environment had an insignificant effect on job satisfaction.

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H7: The work environment has a positive and significant effect on performance through the job satisfaction of the Berau Police Personnel

Based on the formulation of hypotheses, the research model proposed by the authors is as shown in Figure 1.

Figure 1: Conceptual Framework



Source: Result of author's analysis, 2022

III. RESEARCH METHODOLOGY

The type of statistic used in this research is quantitative information, it is information in the form of values or information on the results of questionnaire scoring. There is also a source of information used in this research which is the main information. Basic information is information that is obtained directly from the subject being monitored and for related research needs. Main information is obtained by sharing the problem (questionnaire). This research was a census where the entire population was sampled as many as 155 respondents.

The measurement of the variables was carried out using a Likert scale. Data analysis was performed using the Structural Equation Model (SEM) method. The software used for analysis is Smart Partial Least Square (SmartPLS). Partial least square analysis (PLS) is a multivariate statistical method that performs comparisons between multiple limited variables and multiple independent variables. PLS is a version of the SEM statistical procedure designed to solve multiple regressions when special cases exist in information, such as small research illustration dimensions, missing values, and multicollinearity.

IV. RESULT AND DISCUSSION

Data Analysis

The first-stage model evaluation focuses on the measurement model. Examination of the PLS-SEM estimation for the measurement model allows the researcher to evaluate the reliability and validity of the constructs. In particular, multivariate measurement involves using multiple variables to measure a concept indirectly. Evaluation of the measurement model includes tests of internal consistency reliability, indicator reliability, convergent validity and discriminant validity as shown in Table 1. There are two methods can be used to measure reliability of a construct, namely Cronbach's alpha or composite reliability. However, the use of Cronbach's alpha tends to provide a lower estimated value so that PLS-SEM is recommended to use composite reliability. Indicator reliability on PLS-SEM is measured from the outer loading value which shows the correlation between the indicator and its construct. Convergent validity in constructs can be measured using AVE. Discriminant validity can be measured from cross loading or the loading value of other constructs is a comparison to the value of the outer loading indicator associated with a construct where the required loading indicator value must be more than the cross loading value.

Table 1: Evaluation of Measurement Model

Variables and Indicators	Loadings	Composite Reliability	AVE	Cross Loading
<ul style="list-style-type: none"> • Leadership Energy (X_{1,1}) Vision (X_{1,2}) Push (X_{1,3}) Take a Risk (X_{1,4}) Loyalty (X_{1,5}) Pride (X_{1,6}) 	0.798 0.848 0.840 0.838 0.794 0.776	0.923	0.666	Yes
<ul style="list-style-type: none"> • Work Environment Illumination (X_{2,1}) Temperature (X_{2,2}) Noise (X_{2,3}) Pollution (X_{2,4}) Aesthetic Factors (X_{2,5}) Feeling of Privacy (X_{2,6}) Sense of Status and Importance (X_{2,7}) 	0.644 0.847 0.785 0.769 0.516 0.850 0.834	0.902	0.575	Yes
<ul style="list-style-type: none"> • Satisfaction Supervision (Y_{1,2}) work colleague (Y_{1,3}) Promotion (Y_{1,4}) compensation satisfaction (Y_{1,5}) 	0.788 0.892 0.893 0.888	0.923	0.751	Yes
<ul style="list-style-type: none"> • Performance Work Quality (Y_{2,1}) Work Quantity (Y_{2,2}) 	0.928 0.895	0.908	0.831	Yes

Source: Calculated using SmartPLS, 2022

Hypothesis Test

After ensuring that the measurement model of the construct is reliable and valid, then hypothesis testing is carried out. Hypothesis testing in this study is carried out on a structural model or inner model which shows a direct or indirect relationship between exogenous and endogenous latent variables. Hypothesis testing is based on the significance value of the path coefficient after resampling or bootstrapping 5,000 times. The statistical test used is the t test with a confidence level of 95% or a significance level of 5%. The hypothesis is accepted if the t value is more than the t-table value for the two-tailed test, namely 1,96. The results of bootstrapping procedur as shown in Table 2. Based on Table 2, the results of hypothesis testing can be interpreted as follows:

- 1) Leadership has a significant positive effect on the job satisfaction of Berau Police personnel. This is evidenced by the coefficient value of 0.289 and t statistic of 3.075 > 1.96 and p values of 0.002 < 0.05 so that hypothesis 1 in this study is proven.

- 2) The work environment has a significant positive effect on the job satisfaction of the Berau Police personnel. This is evidenced by the coefficient value of 0.594 and t statistic of 6.555 > 1.96 and p values of 0.000 < 0.05 so that hypothesis 2 in this study is proven.
- 3) Leadership has no significant positive effect on the performance of the Berau Police personnel. This is evidenced by the coefficient value of 0.115 and t statistic of 1.132 < 1.96 and p values of 0.258 > 0.05 so that hypothesis 3 in this study is not proven.
- 4) The work environment has no significant positive effect on the performance of the Berau Police personnel. This is evidenced by the coefficient value of 0.202 and t statistic of 1.690 > 1.96 and p values of 0.092 < 0.05 so that hypothesis 4 in this study is not proven.
- 5) Job satisfaction has a significant positive effect on the performance of the Berau Police personnel. This is evidenced by the coefficient value of 0.522 and t statistic of 4.565 > 1.96 and p values of 0.000 < 0.05, so hypothesis 5 in this study is proven.
- 6) Leadership has a significant positive effect on the performance of Berau Police personnel through job satisfaction. This is evidenced by the coefficient value of 0.151 and the t statistic of 2.386 > 1.96 and p values of 0.017 < 0.05. This means that the job satisfaction variable has been able to become a mediating variable, so hypothesis 6 in this study is proven.
- 7) The work environment has a significant positive effect on the performance of the Berau Police personnel through job satisfaction. This is evidenced by the coefficient value of 0.310 and t statistic of 4.086 > 1.96 and p values of 0.000 < 0.05. This means that the job satisfaction variable has been able to become a mediating variable, so hypothesis 7 in this study is proven.

Table 2. Bootstrapping Results

Path Coefficients				
Variable	Original Sample	t Statistics	p Values	5% Significance Level
Leadership to Job Satisfaction	0.289	3.075	0.002	Significant
Work Environment to Job Satisfaction	0.594	6.555	0.000	Significant
Leadership to Employee Performance	0.115	1.132	0.258	Not Significant
Work Environment to Employee Performance	0.202	1.690	0.092	Not Significant
Job Satisfaction to Employee Performance	0.522	4.565	0.000	Significant
Leadership to Performance Through Job Satisfaction	0.154	2.078	0.038	Significant
Work Environment to Performance Through Job Satisfaction	0.351	4.317	0.000	Significant

Source: Calculated using SmartPLS, 2022

Discussion

Leadership has a significant positive effect on the job satisfaction of Berau Police personnel. This means that every increase in leadership will be able to increase the job satisfaction of personnel with a significant or significant increase.

Leadership as measured by the vision indicator can be interpreted as leadership at the Berau Police Station setting realistic goals for employees, clearly conveying the desired direction, encouraging what can be interpreted as the leadership of the Berau Police, encouraging employees to take responsibility, taking risks which can be interpreted as leadership. Berau Police are willing to risk losing their position to achieve goals, energy can be interpreted as the Berau Police leader has a high level of energy, loyalty which can be interpreted as the Berau Police leader is able to inspire employees to continue to carry out their duties, self-respect which can be interpreted as the leadership of the Polres Berau is able to help employees by giving them a feeling of respect. Has been able to increase job satisfaction as measured by the promotion indicator, which is the satisfaction of the Berau Police Personnel in providing promotions that are carried out consistently in accordance with the proportions. Workforce is the satisfaction of the Berau Police Personnel to colleagues who always provide support, the Berau Police Personnel's satisfaction with the compensation given to him, the supervisor (supervision) is the satisfaction of the Berau Police Personnel with significant work supervision.

Based on the opinion of Yukl (2010) The relationship between leadership and job satisfaction based on path-goal theory, the influence of leader behavior on employee satisfaction depends on aspects of the situation, including job characteristics and employee characteristics. Job satisfaction and leadership are the most important elements that affect the overall effectiveness of the organization. Leaders who can apply the right leadership will be able to satisfy their subordinates so that employees become more active at work so that employee performance can be formed. The above results can be drawn a common thread to increase job satisfaction through participatory leadership behavior. Research conducted by Muslichah and Asrori (2018) Raimonda and Alonderiene (2016) Saleem (2015) states that leadership has a positive and significant influence on job satisfaction. In contrast to the research conducted by Cakmak et al. (2015) stated that the low involvement of

leadership on employee job satisfaction, this is indicated by the insignificant effect of leadership on employee satisfaction.

The work environment has a significant positive effect on the job satisfaction of the Berau Police personnel. This means that any improvement in the work environment will be able to increase the job satisfaction of personnel with a significant or significant increase.

The work environment as measured by the indicator of feeling of privacy (privacy of employees) felt by the Berau Police Personnel, the temperature felt by the Berau Police Personnel, the sense of status and importance (interacting and being acknowledged) by the Berau Police Personnel, noise experienced by Berau Police personnel, pollution experienced by Berau Police personnel, illumination experienced by Berau Police personnel, aesthetic factors (beauty factor) perceived by Berau Police personnel have been able to increase job satisfaction what is measured by the promotion indicator is the satisfaction of the Berau Police Personnel in providing promotions that are carried out consistently in accordance with the proportions, co-workers are the satisfaction of the Berau Police Personnel to co-workers who always provide support, the satisfaction of the Berau Police Personnel with the compensation given to him, the supervisor (supervision).) is k The satisfaction of the Berau Police Personnel with the supervision at work that is given is real.

Meyer and Allen (2013) argue that the main criterion felt by employees regarding the work environment is how concrete conditions are felt or internalized by employees when compared to reactions to the physical conditions of the work environment, for example to temperature increases, poor ventilation, humid air in the office. , lack of light and others which are factors affecting job satisfaction. Research conducted by Jayaweera (2015) Khoiri Moh. Mujib (2013), Narasuci Setiawan and Noermijati (2018), Prakoso (2014) state that the work environment has a significant influence on job satisfaction. In contrast to the research conducted by Sutanto Scheller-Sampson and Mulyono (2018), Widyaningrum (2019) stated that the work environment had an insignificant effect on job satisfaction.

Leadership has no significant positive effect on the performance of the Berau Police personnel. This means that every increase in leadership will be able to improve personnel performance, but the increase is not significant or not real.

Leadership as measured by the vision indicator can be interpreted as leadership at the Berau Police Station setting realistic goals for employees, clearly conveying the desired direction, encouraging what can be interpreted as the leadership of the Berau Police, encouraging employees to take responsibility, taking risks which can be interpreted as leadership. Berau Police are willing to risk losing their position to achieve goals, energy can be interpreted as the Berau Police leader has a high level of energy, loyalty which can be interpreted as the Berau Police leader is able to inspire employees to continue to carry out their duties, self-respect which can be interpreted as the leadership of the Polres Berau is able to help employees by giving them a feeling of being valued but has not been able to improve employee performance as measured by indicators of work quality, namely the quality produced (good or bad) by the Berau Police Personnel and the quantity of work, namely the amount that must be completed. significantly improved or achieved by the Berau Police Personnel.

Many studies conclude that there is a significant influence between leadership variables on employee performance. Robbins and Judge (2015) argue that superior leadership which is more inclined to a leadership approach requires the leader to provide satisfaction and a good example. The more often leadership behavior is applied will have a significant positive impact on improving the quality of psychological empowerment of subordinates. The role of a leader who pays attention to the individual, can direct the vision and mission of the organization, provides satisfaction support, and creates new ways of working has been proven to play an effective role in the psychological empowerment of his subordinates. All leaders will always face the first three things, the challenge of overcoming resistance to change, second, mediating the needs of constituents, both from within and outside the organization and third, being responsible for setting ethics or norms that require the behavior of everyone in the organization. The role of such a strategic leader encourages many people to try to analyze various aspects to find the nature and form of leadership that is expected to contribute to the achievement of organizational goals. The nature and form of leadership in question is a leadership trait that can move the entire potential of the organization to achieve goals. Research conducted by Basit et al. (2017) NawoseIng'ollan et al. (2017) Yusuf-Habeeb et al. (2017) stated that leadership has a positive and significant influence on employee performance. Research conducted by Al-Khajeh (2018) of several leadership styles, the results of the study show that leadership style has an insignificant effect on performance.

The work environment has no significant positive effect on the performance of the Berau Police personnel. This means that any improvement in the work environment has not been able to improve personnel performance with a significant or real increase.

The work environment as measured by the indicator of feeling of privacy (privacy of employees) felt by the Berau Police Personnel, the temperature felt by the Berau Police Personnel, the sense of status and importance (interacting and being acknowledged) by the Berau Police Personnel, noise experienced by Berau Police personnel, pollution experienced by Berau Police personnel, illumination experienced by Berau Police

personnel, aesthetic factors (beauty factor) felt by Berau Police personnel have not been able to improve employee performance which is measured by indicators of work quality, namely the quality produced (good or bad) by the Berau Police Personnel and the work quantity, namely the actual amount that must be completed or achieved by the Berau Police Personnel.

Robbins (2013) argues that human resources play a role in processing and utilizing resources and materials so that they become products, therefore, to improve performance, it is necessary to pay attention so that human resources can work efficiently and display employee performance that can contribute to productivity. fundamental problem for the achievement of employee performance. Empirical studies on the effect of the work environment on employee performance can be seen through research conducted by Al-Omari and Okasheh (2017) Arianto (2013) Chandrasekar (2011) Mathews and Khann (2016) stated that the work environment has a significant effect on employee performance, while research conducted by Permansari (2013) Sidanti (2015) states that the work environment has no significant effect on employee performance.

Job satisfaction has a significant positive effect on the performance of the Berau Police personnel. This means that any increase in personnel job satisfaction will be able to improve personnel performance with a significant or real increase.

Job satisfaction as measured by the promotion indicator is the satisfaction of the Berau Police Personnel in providing promotions that are carried out consistently in accordance with the proportions, co-workers are the satisfaction of the Berau Police Personnel to colleagues who always provide support, the satisfaction of the Berau Police Personnel with the compensation given to him, supervisors (supervision) is the satisfaction of the Berau Police Personnel with the given work supervision has been able to improve employee performance as measured by work quality indicators, namely the quality produced (good or bad) by the Berau Police Personnel and the work quantity, namely the amount that must be completed or achieved by the Berau Police Personnel in real terms.

Luthans (2010) argues that job satisfaction is defined as a pleasant state or positive emotion resulting from an employee's job appraisal or work experience. Job satisfaction results from employees' perceptions of how well their jobs provide what is seen as important. Five aspects of job satisfaction are measured by the job description index, namely the job itself related to responsibilities, interests, and growth; quality of supervision related to technical assistance and social support; relationships with colleagues related to social harmony and respect; promotion opportunities associated with opportunities for further development; and payments related to adequate payments and perceptions of fairness. Research conducted by Inuwa (2016), Javed et al. (2014) Abuhashesh et al. (2019) stated that satisfaction has a positive and significant effect on employee performance. In contrast to research conducted by Hidayah and Tobing (2018), it states that job satisfaction has no significant effect on employee performance.

Leadership has a significant positive effect on the performance of Berau Police personnel through job satisfaction. This means that the job satisfaction variable has been able to become a mediating variable. Job satisfaction can mediate leadership on performance, seen from the facts that occur in the field that the Berau Police considers that the satisfaction of the personnel given by the Berau Police in promotions that are carried out consistently in accordance with their proportions becomes leadership mediation on performance because it will be able to improve the quality of the work of the affected personnel. by the leadership's ability to convey the vision of the Berau Polres so that the leadership and personnel at the Berau Polres set realistic goals for employees, clearly conveying the desired direction.

Yukl (2010) states that the relationship between leadership and job satisfaction based on path-goal theory, the influence of leader behavior on employee satisfaction depends on aspects of the situation, including job characteristics and employee characteristics. Job satisfaction and leadership are the most important elements that affect the overall effectiveness of the organization. Leaders who can apply the right leadership will be able to satisfy their subordinates so that employees become more active at work so that employee performance can be formed. The above results can be drawn a common thread to increase job satisfaction through participatory leadership behavior. Research conducted by Muslichah and Asrori (2018) Raimonda and Alonderiene (2016) Saleem (2015) states that leadership has a positive and significant influence on job satisfaction. In contrast to the research conducted by Cakmak et al. (2015) stated that the low involvement of leadership on employee job satisfaction, this is indicated by the insignificant effect of leadership on employee satisfaction.

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In contrast to research conducted by Hidayah and Tobing (2018), it states that job satisfaction has no significant effect on employee performance.

The work environment has a significant positive effect on the performance of the Berau Police personnel through job satisfaction. This means that the job satisfaction variable has been able to become a mediating variable. The mediating relationship is caused by job satisfaction having a very large influence on the work environment on performance, judging by the facts in the field, the Berau Police personnel view job satisfaction as mediating the work environment on performance because the working conditions experienced prioritize the privacy of personnel in carrying out their duties by prioritizing professionalism without offending personal life in the workplace. work so that personnel performance as measured by the quality of work achieved by personnel increases.

Meyer and Allen (2013) argue that the main criterion felt by employees regarding the work environment is how concrete conditions are felt or internalized by employees when compared to reactions to the physical conditions of the work environment, for example to temperature increases, poor ventilation, humid air in the office. , lack of light and others which are factors affecting job satisfaction. Research conducted by Jayaweera (2015) Khoiri Moh. Mujib (2013) Narasuci Setiawan and Noermijati (2018) Prakoso (2014) stated that the work environment has a significant influence on job satisfaction. In contrast to the research conducted by Sutanto Scheller-Sampson and Mulyono (2018), Widyaningrum (2019) stated that the work environment had an insignificant effect on job satisfaction.

Luthans (2010) states that job satisfaction is defined as a pleasant state or positive emotion resulting from an employee's job appraisal or work experience. Job satisfaction results from employees' perceptions of how well their jobs provide what is seen as important. Five aspects of job satisfaction are measured by the job description index, namely the job itself related to responsibilities, interests, and growth; quality of supervision related to technical assistance and social support; relationships with colleagues related to social harmony and respect; promotion opportunities associated with opportunities for further development; and payments related to adequate payments and perceptions of fairness. Research conducted by Inuwa (2016) Javed et al. (2014) Abuhashesh et al. (2019) stated that satisfaction has a positive and significant effect on employee performance. In contrast to research conducted by Hidayah and Tobing (2018), it states that job satisfaction has no significant effect on employee performance.

V. CONCLUSION, LIMITATION AND FUTURE RESEARCH

Related to the relationship between variables in the model, based on the results of the analysis that has been presented in the previous chapter can be drawn conclusions as follows: 1) Leadership has a significant positive effect on the job satisfaction of Berau Police personnel. This means that every increase in leadership, job satisfaction will also increase significantly or significantly. 2) The work environment has a significant positive effect on the job satisfaction of the Berau Police personnel. This means that every increase in the work environment, job satisfaction will also increase significantly or significantly. 3) Leadership has no significant positive effect on the performance of the Berau Police personnel. This means that every increase in leadership, the performance of personnel will also increase, but the increase is not significant or not real. 4) The work environment has no significant positive effect on the performance of the Berau Police personnel. This means that every increase in the work environment, the performance of personnel will also increase, but the increase is not significant or not real. 5) Job satisfaction has a significant positive effect on the performance of the Berau Police personnel. This means that every increase in job satisfaction, the performance of personnel will also increase significantly or significantly. 6) Leadership has a significant positive effect on the performance of Berau Police personnel through job satisfaction. This means that the job satisfaction variable has been able to become a mediating variable. 7) The work environment has a significant positive effect on the performance of the Berau Police personnel through job satisfaction. This means that the job satisfaction variable has been able to become a mediating variable.

The suggestions that can be given from the results of this study are as follows: 1) For Berau Police. a. The Berau Police Station is expected to increase the achievement of results in working for the personnel, so that such an atmosphere can create a leadership pattern and a conducive work environment for the personnel, which in turn the personnel will achieve maximum performance. b. Berau Police are expected to have a good job appraisal in accordance with the rules that have been set for the personnel, so that the personnel are able to achieve an ideal work environment, which in turn has an impact on the level of efficiency, quality of work achieved, both individually and collectively. c. The Berau Police is expected to provide a fair and objective assessment of the quality of the work of personnel to encourage personnel performance. 2) For Personnel. a. Personnel should see the many tasks given by the Berau Police, not see excessive leadership, personnel should see leadership in the form of achieving results as a form of personnel service to the community, especially in the current pandemic conditions. b. Personnel to optimize the work environment so that there are no misunderstandings both from the tasks assigned and things desired by superiors for community oriented Berau

Police services. c. Increasing job satisfaction is very necessary so that it should prioritize and create feelings of pleasure in working as a form of personnel appreciation for colleagues, superiors, the Berau Police, and the community who make the Berau Police as a place to fulfill public complaints. d. About personnel performance, personnel should be able to use time as the main benchmark in carrying out their duties, this is due to the importance of punctuality in services so that the community has no doubts about the Berau Police. 3) For Further Research. a. Future research is expected to be able to find a wider scope of research with a larger number of research observations and samples so that the research can be generalized. b. Further research can develop other variables that affect job satisfaction and personnel performance outside the leadership and work environment variables, so that the research model can develop and answer any problems related to job satisfaction and performance of the Berau Police personnel. c. Subsequent research should develop research with intervention designs so that they are able to provide different perspectives on the variables. d. Further research can try to do applied research on the variables studied in this study.

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