

THE INFLUENCE OF LEADERSHIP, WORK DISCIPLINE AND WORK ENVIRONMENT ON THE JOB SATISFACTION OF PROTOCOL EMPLOYEES AT THE ADPIM BUREAU OF THE REGIONAL SECRETARY CENTRAL SULAWESI PROVINCE

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Abstract

The objectives of this study are as follows: (1) To determine and analyse the effect of leadership, work discipline and work environment simultaneously on employee job satisfaction in the Public Relations and Protocol Section of the Regional Secretary of Central Sulawesi Province; (2) To determine and analyse the effect of leadership partially on employee job satisfaction in the Public Relations and Protocol Section of the Regional Secretary of Central Sulawesi Province; (3) To determine and analyse the effect of work discipline partially on employee job satisfaction in the Public Relations and Protocol Section of the Regional Secretary of Central Sulawesi Province; and (4) To determine and analyse the effect of work environment partially on employee job satisfaction in the Public Relations and Protocol Section of the Regional Secretary of Central Sulawesi Province. This research uses the type of causal associative research with a sample of 30 respondents who are employees in the Public Relations and Protocol Section of the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. Data collection techniques using questionnaires, observation and documentation and data analysis techniques using Multiple Regression Analysis. The results showed that: (1) Leadership, work discipline and work environment simultaneously have a positive and significant effect on employee job satisfaction in the Public Relations and Protocol Section (2) Leadership partially has a positive and significant effect on employee job satisfaction of the Public Relations and Protocol Section (3) Work discipline partially has a positive and significant effect on employee job satisfaction of the Public Relations and Protocol Section (4) The work environment partially has a positive and significant effect on job satisfaction of employees of the Public Relations and Protocol Section.

Keywords: Leadership, Work Discipline, Work Environment, Job Satisfaction

INTRODUCTION

Managing human resources in an organisation is not an easy thing to do. This is because humans in organisations have all the potential resources that can be used as an effort to achieve success in achieving organisational goals. To find out how successful the organisation manages human resources is to see the commitment of each individual employee and of course there must be a benchmark. The high and low commitment of employees to their organisation causes employees to feel comfortable in the organisation and there is no desire to leave the organisation. Employees will strive to do everything for the progress of the organisation and their own careers. Human resource management is seen as the main driving factor in determining the success of an organisation. In addition, technology and environment also determine the success of an organisation.

This situation certainly makes human resources an asset that must be increased in productivity. To achieve this, the important thing that should be considered in maintaining the working relationship is employee job satisfaction (Priyono and Marnis, 2018: 8). Low

employee job satisfaction can certainly have various negative impacts on the development of overall organisational performance in the long term, even though agencies with more satisfied employees tend to be more effective than organisations with unsatisfied employees, where employee job satisfaction is influenced by a variety of factors, including leadership, work discipline, and work environment (Sunarta, 2019: 63).

Leadership is a process of carrying out the leader's duties, flowing from top to bottom, which functions to discipline the activities of employees through a communication process to achieve predetermined goals. According to Stogdill in Sutikno (2017: 15) that leadership as a management concept can be formulated in various definitions depending on where the starting point is. According to Indriyo Gitosudarmo in Sunyoto (2015: 30) that leadership is as a process of influencing the activities of individuals or groups to achieve goals in certain situations. Thus leadership is an important part of management, so in this case managers are expected to be able to plan and organise and influence others to achieve goals.

In organisations, the leadership factor plays an important role because the leader will drive and direct the organisation in achieving goals and at the same time it is not an easy task. Not easy, because it must understand every behaviour of subordinates who have different characters. Subordinates are influenced in such a way that they can provide their devotion and participation to the organisation effectively and efficiently. The success or failure of efforts to achieve organisational goals is determined by the quality of leadership (Sutrisno, 2018: 69).

In general, discipline shows a condition or attitude of respect that exists in employees towards organisational rules and regulations. Discipline is a management action to encourage members of the organisation to meet the demands of various provisions that must be obeyed by employees. Employee discipline is a form of training that seeks to improve and shape employees' knowledge, attitudes and behaviour so that employees can work cooperatively with other employees and improve their work performance (Siagian and Shinta, 2020). With employees complying with the rules set by the organisation and having high work discipline, it will create a more conducive organisational atmosphere so that it will have a positive impact on improving performance. Every organisation has an expectation that employees can comply with the rules that have been set.

Discipline needs to be enforced in every organisation, especially in government organisations that provide public services. Work discipline is one of several factors that affect employee performance, because without discipline all activities carried out in the organisation will produce unsatisfactory results and not in accordance with expectations. This can result in a lack of achievement of organisational goals and objectives and can also hinder the course of the organisation's plans that have been set according to the previous plan.

The work environment is one of the factors that can affect organisational performance and has an influence on the behaviour of organisational members. Perceptions of organisational members of the work environment that are lived and felt will be able to influence their behaviour in carrying out work. This will then affect the results of his work and at the same time on job satisfaction. The work environment has a relationship with organisational structure, organisational processes, organisational performance, and employee job satisfaction.

The work environment in an organisation is very important for management to pay attention to. Although the work environment does not carry out the production process. An adequate work environment for employees can increase job satisfaction, on the other hand, an inadequate work environment can also reduce employee job satisfaction. In the work environment, each employee is required to be able to carry out work in accordance with the position held and adapt to the environment and colleagues who have different characters. Interactions between individuals in the work environment can have a negative impact that triggers conflicts and problems at work. Dynamic work environment conditions require adjustments to challenges in the internal and external environment of the organisation (Anatan, 2019).

For an organisation, employee behaviour that supports the achievement of organisational goals is another side that must be considered, in addition to the use of modern machines as a result of advances in technology. Employees with high levels of dissatisfaction are more likely to engage in sabotage and passive aggression which will impact on work

productivity and organisational goals in general (Cahyani, et al. 2019). Therefore, employee job dissatisfaction results in an unfavourable situation both organisationally and individually so it is an important thing to consider in relation to employee work productivity.

Dissatisfaction at work can lead to aggressive behavior, or on the contrary, it will show an attitude of withdrawal from contact with the social environment. For example, by taking an attitude to quit the organization, like skipping class, and other behaviors that tend to avoid organizational activities. Forms of aggressive behavior, for example sabotaging, deliberately making mistakes at work, opposing superiors, or arriving at strike activities.

Dissatisfaction at work can lead to aggressive behavior, or on the contrary, it will show an attitude of withdrawal from contact with the social environment. For example, by taking an attitude to quit the organization, like skipping class, and other behaviors that tend to avoid organizational activities. Forms of aggressive behavior, for example sabotaging, deliberately making mistakes at work, opposing superiors, or arriving at strike activities.

The Public Relations and Protocol Bureau has the task of improving and maintaining the communication and information system between the Regional Government and the community and stakeholders, improving the good image of the community towards provincial government institutions, especially from the aspect of clean, good, and accountable governance. In addition, the Bureau of Public Relations and Protocol is also responsible for every official protocol activity of the Central Sulawesi Provincial Government Leaders, especially the Governor, Deputy Governor, Regional Secretary. In addition, the main task of the Bureau of Public Relations and Protocol is to prepare the guidance and development of public relations for the stabilization of provincial government policies, widespread publication services, information collection and documentation, as well as services and information screening of provincial government activities.

The results of further observations accompanied by the support of researcher interviews with 2 (two) ASNs at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province on November 15-16, 2023, also found a phenomenon related to the problem of work discipline of protocol employees at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province, where there are indications of employee indiscipline due to the weak system that regulates employee discipline. The system includes the attendance model still using signatures, supervision from the leadership on employee discipline is still lacking and the sanctions that will be received by employees if they are not disciplined do not provide a deterrent effect.

While the results of the researcher's observations accompanied by the support of interviews with 2 (two) ASNs at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province on November 20-21, 2023, also showed the phenomenon of the work environment of protocol employees at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province, it was found that the work environment at the Adpim Bureau was adequate, office facilities for employee comfort at work were adequate, for example the employee workspace did not feel hot because there was an air conditioner or fan, so that employees felt comfortable at work because they were not hot and arid.

However, there are still protocol employees who have not been able to master the work and use of office equipment properly and correctly, such as not being too skilled in using computers in supporting work activities in accordance with their duties and functions. In addition, there are still protocol employees who do not understand the technical work process, resulting in various errors and delays in the work process, such as not understanding the technical instructions (juknis) well. However, employees continue to work as they should, even though their non-physical work environment is less comfortable, namely all the circumstances that occur related to the relationship between coworkers, or relationships with superiors. This can certainly affect job satisfaction.

In addition, according to the results of observations of researchers accompanied by support from interviews with 2 (two) ASNs at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province on November 22-23, 2023, it is known that when viewed from job satisfaction, the situation at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province is very supportive in terms of colleagues who look harmonious and make employees feel comfortable and get satisfaction at work. Employees seem to support each other if there

are difficulties at work. Similarly, in terms of rewards or salaries, employees feel adequate with the salary received because it is in accordance with what is done.

However, on the other hand, according to the results of the researcher's observations accompanied by the support of interviews with 2 (two) ASNs at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province on 22-23 November 2023, a phenomenon of employee job dissatisfaction with organizational conditions was found which invited concern, namely that the activities of apparatus resources were not dynamic, seemed quiet, indicating that the apparatus did not have planned activities, were not maximally organized, and supervision was also not carried out properly and efficiently. In terms of work, the decline in employee job satisfaction is due to too many demands on the job. Judging from the attitude of superiors, there are so many demands on the work that must be done that employees feel pressured and feel dissatisfied with their work.

Based on the description of the results of the researcher's initial observations above, it is important to study the problems of leadership, work discipline, work environment and job satisfaction in government organizations that provide public services, in a scientific paper (research proposal) by raising the title: "*The Influence of Leadership, Work Discipline and Work Environment on The Job Satisfaction Of Protocol Employees At The Adpim Bureau Of The Regional Secretary Central Sulawesi Province*". The determination of this topic has a reason, namely that there seems to be a gap between expectations and reality so that it is interesting to study. It is hoped that it can provide solutions in improving better employee job satisfaction through the approach of management functions theory.

RESEARCH METHODS

This research is classified as quantitative research, because the data used in this study are expressed in numerical form. This research is causal associative research, which is research used to determine the causal relationship between the independent variable and the dependent variable. To test the hypothesis proposed, researchers collected data using survey techniques where the variables studied were not controlled.

Survey research is research that takes a sample and a population and uses a questionnaire as the main data collection tool (Santosa and Ashari, 2018: 3). With a survey, data is directly collected where the researcher distributes a list of questions to be answered by predetermined respondents and then tries to analyze and interpret the causal relationship of the data to then draw conclusions.

This research was conducted at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province with the research time planned for December 2023 to February 2024. The types of data used in this research are qualitative data and quantitative data. While the data source consists of primary data and secondary data. The data collection techniques consist of questionnaires, observation and documentation.

The data analysis technique used in this research is Multiple Linear Regression Analysis. The parametric statistical model of multiple linear regression analysis is used to analyze the effect of the independent variable (X) on the dependent variable (Y). After that the hypothesis will be tested using the F-test and t-test. The model specification used as a reference in this study is a multiple linear regression formula for the population with the following equation form (Supranto, 2018: 236):

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_k X_k + \epsilon_1$$

Where:

Y = Dependent variable

β_0 = Constant

$\beta_1 - \beta_k$ = Partial regression coefficient

$X_1 - X_k$ = Independent variable

ϵ_1 = Epsilon / confounding error

Furthermore, the formula above is translated into this study using the following equation formula:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon_1$$

Where:

Y = Job Satisfaction of Protocol Employees

β_0 = Constant

$\beta_1, \beta_2, \beta_3$ = Partial Regression Coefficient

X1 = Leadership

X2 = Work Discipline

X3 = Work Environment

ϵ_1 = Epsilon / confounding error

1. F-test (Simultaneous Test)

To determine whether the two independent variables (free) under study have a simultaneous influence on the dependent variable (bound), the F-test is used with the following formulation (Sugiyono, 2019: 223):

$$F \text{ test} = \frac{R^2 / (k-1)}{(1-R^2) / (n-k)}$$

Where:

F = Obtained from the F distribution table

R² = Multiple coefficient of determination

k = Number of independent variables

n = Number of samples

The form of hypothesis testing:

- a. Ho: $\beta_0 = 0$, meaning that there is a significant effect simultaneously independent variable (X) on the dependent variable (Y).
- b. Ha: $\beta_0 \neq 0$, meaning that there is an insignificant effect simultaneously independent variable (X) on the dependent variable (Y).

By referring to a provision of decision-making rules as follows:

- 1) If F-count > F-table or Sig-F value < α 0.05 at 95% confidence level, then it is proven that leadership variables (X1), work discipline (X2) and work environment (X3) simultaneously have a positive and significant effect on job satisfaction of protocol employees (Y) at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.
 - 2). If F-count < F-table or Sig-F value > α 0.05 at the 95% confidence level, it is proven that the variables of leadership (X1), work discipline (X2) and work environment (X3) simultaneously have no positive and significant effect on job satisfaction of protocol employees (Y) at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.
- #### 2. T-test (Partial Test)

To determine whether the two independent variables (free) under study have a partial influence on the dependent variable (bound), a t-test is used with the formulation (Umar, 2018: 184):

$$t = \frac{r\sqrt{n-2}}{\sqrt{(1-r^2)}}$$

Where:

t = The t test value (t count)

r = Correlation coefficient

n = Number of samples

The rules for making decisions are as follows:

- 1) If t-count > t-table or Sig-t value < α 0.05 at 95% confidence level, it is proven that leadership variables (X1), work discipline (X2) and work environment (X3) partially have a positive and significant effect on job satisfaction of protocol employees (Y) at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.
- 2) If t-count < t-table or Sig-t value > α 0.05 at the 95% confidence level, it is proven that the variables of leadership (X1), work discipline (X2) and work environment (X3) partially do not have a positive and significant effect on job satisfaction of protocol employees (Y) at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.

3. Calculating the Simultaneous Coefficient of Determination (R^2)

The calculation of the coefficient of multiple determination (R-Square) is used to measure the accuracy of the analysis model used. The value obtained from this calculation can be used to measure the magnitude of the contribution of the independent variables studied to the dependent variable. If the simultaneous coefficient of determination (R^2) is close to one, it can be said that the contribution of the independent variable to the dependent variable is getting bigger. This means that the model used is getting stronger to explain the variation in the dependent variable.

Conversely, if it is close to zero, it can be said that the contribution of the independent variables to the variation in the value of the dependent variable is getting smaller. In general, the magnitude of the simultaneous coefficient of determination (R^2) is between 0 and 1 or $0 < R^2 < 1$.

RESULTS AND DISCUSSION

Research Results

Results of Multiple Linear Regression Analysis

According to the results of the Multiple Linear Regression analysis using the computer assistance of the *SPSS For Windows Release 25.0* statistical program, the essence of the research results from the responses of 30 respondents was obtained in connection with the alleged influence of the three independent variables (leadership, work discipline and work environment) on job satisfaction of employees of the Protocol Public Relations Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province, with the results formulated in Table 1 below:

Table 1
Multiple Linear Regression Calculation Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,637	0,398		1,600	0,122
	Leadership	0,549	0,084	0,651	6,508	0,000
	Work Discipline	0,168	0,076	0,228	2,225	0,035
	Work Environment	0,196	0,070	0,291	2,809	0,009
<i>Multiple R</i>		= 0,872		F-count	= 27,502	
<i>R-Squared (R²)</i>		= 0,760		Sig-F	= 0,000	
<i>Adj.R-Squared (R²)</i>		= 0,733				

a. Dependent Variable: Job Satisfaction

Data Source: Appendix 5.

Based on the results of multiple linear regression analysis in Table 4.7. above, when converted, the following equation form can be made:

$$Y = 0.637 + 0.549 X_1 + 0.168 X_2 + 0.196 X_3 + e$$

The regression equation above shows that the independent variables (leadership, work discipline and work environment) analyzed have a positive and significant effect on the job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province, with the following description:

1. The constant value in the multiple linear regression equation above is 0.637, meaning that the job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province before this research was carried out was 0.637 or 63.7%.
2. The regression coefficient value of the leadership variable (X₁) is 0.549, meaning that if leadership changes towards a better direction, it will have a positive effect on increasing the job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province with a value of 0.549 or 54.9%.
3. The regression coefficient value of the work discipline variable (X₂) is 0.168, meaning that if work discipline changes for the better, it will have a positive effect on increasing employee job satisfaction in the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province with a value of 0.168 or 16.8%.
4. The regression coefficient value of the work environment variable (X₃) is 0.196, which means that if the work environment changes for the better, it will have a positive effect on increasing the job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province with a value of 0.196 or 19.6%.

In the context of this study, for the regression coefficient value above, the authors use the value of B in the Unstandardized Coefficients column, on the grounds that the Unstandardized Coefficients, used in the regression model where its function is to predict the future picture with past data and the value of B in the Unstandardized Coefficients column is a value that reflects the direction of the influence of the independent variable (X) on the dependent variable (Y) or the value of B in the Unstandardized Coefficients column is a value that reflects the elasticity of the independent variable (X) on the dependent variable (Y). Based on this illustration, it can be described that the Unstandardized Coefficient column has 2 value components, namely the b value and Std. Error. Column b shows

Coefficient b , which is the value that explains Y (dependent variable) will change if X (independent variable) is changed by 1 unit.

1) Correlation Coefficient

Correlation coefficient analysis is an analysis used to determine the simultaneous relationship between the independent variable and the dependent variable. In this study, the correlation coefficient is used to determine the degree of relationship or correlation between leadership (X_1), work discipline (X_2), and work environment (X_3) with employee job satisfaction (Y) of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.

Based on Table 4.7. above, it can be seen that the correlation coefficient (R) value obtained is 0.872. This value shows that the closeness of the relationship (correlation) of the leadership variable (X_1), work discipline (X_2), and work environment (X_3) with the employee job satisfaction variable (Y) Public Relations and protocol section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province is 87.2%. When referring to the guidelines for the interpretation of the correlation coefficient according to Sugiyono (2020: 214), it is concluded that the closeness of the relationship between leadership (X_1), work discipline (X_2), and work environment (X_3) with employee job satisfaction (Y) of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province is in the interpretation category of having a strong relationship.

2) Coefficient of Determination (*Adjusted R-Square*)

The coefficient of determination is a quantity that shows the effect of leadership variables (X_1), work discipline (X_2), and work environment (X_3) on employee job satisfaction (Y) Public Relations and Protocol Section in the form of percentage units. The results of the research data analysis show that the magnitude of the influence of the independent variables simultaneously is indicated by the value of the double coefficient of determination (*Adjusted R-Square*) of 0.733 or 73.3%.

This value shows that the overall effect of leadership variables (X_1), work discipline (X_2), and work environment (X_3) on employee job satisfaction variables (Y) of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province is 73.3%. While the rest is the influence of other variables not examined in this study.

In the context of this study for the reliability value of the research model or the coefficient of determination, the authors used the *Adjusted R-Square* value for a reason that the *Adjusted R-Square* value is the *R-Square* value (coefficient of determination) that has been readjusted, due to the fundamental weakness of using the *R-Square* value (coefficient of determination) is biased towards the number of independent / free variables (X) entered into the model. Every additional one independent / free variable (X), R^2 will definitely increase regardless of whether the variable has a significant effect on the dependent / dependent variable (Y). Many researchers prefer to use the *Adjusted R-Square* value when evaluating which is the best regression model.

Research Hypothesis Testing Results

F-test (Simultaneous Test)

F-test (simultaneous test) is used to determine whether together the independent variables have a significant effect on the dependent variable (Priyatno, 2021). In this case, to determine whether the leadership variables (X_1), work discipline (X_2), and work environment (X_3) simultaneously have a significant effect on employee job satisfaction (Y) of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. The test uses a significance level of 0.05.

Based on Table 4.7. from the calculation results obtained F-count value of 20.942 or $\text{Sig-F} = 0.000 < \alpha 0.05$. Thus it can be stated simultaneously (simultaneously) the independent variable has a positive influence on the dependent variable. Thus, the first hypothesis which states that leadership, work discipline and work environment simultaneously have a positive

and significant effect on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province according to the results of the F-test is proven.

This reality indicates a positive influence between leadership, work discipline and work environment on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. This means that if the leader has good leadership, employee work discipline is improved coupled with a work environment that is developing towards a better direction, the job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province will also increase. So thus, in accordance with the results of the study, it can be seen that leadership, work discipline and work environment are a function of job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province, because their existence is considered to determine the job satisfaction of protocol employees.

T-test (Partial Test)

The t-test (partial test) is used to partially determine whether the independent variable has a significant effect or not on the dependent variable (Priyatno, 2021). To partially determine the effect of leadership variables (X1), work discipline (X2) and work environment (X3) on employee job satisfaction variables (Y) of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province, the test is carried out using the 2-sided method or the significance level $\alpha/2 = 0.05$, because the t-test is a partial (individual) test, therefore it will be carried out separately, where each independent variable will formulate its own hypothesis, but there are the same testing criteria from hypothesis withdrawal.

The results of the t-test (partial test) in this study will be described in each independent variable as follows:

Work Discipline Variable (X1)

Through the test results using the t-test value, it can be seen that the t-count value of the leadership variable (6,508) or the Sig-t value of the leadership variable (X1) = $0.000 < \alpha$ 0.05. This means that there is a positive influence between the leadership variable (X1) partially on the job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. Thus, the second hypothesis which states that leadership partially has a positive and significant effect on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province, according to the results of the t-test, is proven.

Then the calculation results also show that the partial determination coefficient value of the leadership variable (X1) is 0.651. This value means that the influence of the leadership variable (X1) partially on the job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province is 65.1%.

This reality indicates that there is a unidirectional influence between leadership on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. This means that if the application of leadership is improved, the job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province will also tend to increase. In accordance with the results of the research, leadership is partially a function of job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province because its existence determines the job satisfaction of protocol employees.

Work Discipline Variable (X2)

The t-test results show the t-count value of the work discipline variable (2.225) or Sig-t of the work discipline variable (X2) = $0.035 < \alpha 0.05$. This means that there is a positive effect of work discipline variable (X2) on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. Thus, the third hypothesis which states that work discipline partially has a positive and significant effect on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province, according to the results of the t-test, is proven.

Then the calculation results also show that the partial determination coefficient value of the work discipline variable (X2) is 0.228. This value means that the influence of the work discipline variable (X2) partially on the job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province is 22.8%.

This reality indicates that there is a unidirectional influence between work discipline on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. This means that if the work discipline of employees of the Public Relations and Protocol Section at the Regional Secretary's Adpim Bureau is developing towards a better direction, this condition can cause job satisfaction of employees of the Public Relations and Protocol Section at the Regional Secretary's Adpim Bureau of Central Sulawesi Province to also tend to increase. Thus, in accordance with the results of the research, work discipline is partially a function of job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province because its existence determines the job satisfaction of protocol employees.

Work Environment Variable (X3)

The t-test results show the t-count value of the work environment variable (2.809) or the Sig-t value of the work environment variable (X3) = $0.009 < \alpha 0.05$. This means that there is a positive influence between the work environment variable (X3) partially on the job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. Thus, the fourth hypothesis which states that the work environment partially has a positive and significant effect on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province, according to the results of the t-test, is proven.

Then the calculation results also show that the partial determination coefficient value of the work environment variable (X3) is 0.291. This value means that the influence of the work environment (X3) on the job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province is 29.1%.

This reality indicates a unidirectional influence between the work environment and job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. This means that if the work environment develops towards a better direction, this condition can cause job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province to also tend to increase. Thus, in accordance with the results of the research, the work environment is partially a function of job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province because its existence determines the job satisfaction of protocol employees.

DISCUSSION

1. The influence of leadership, work discipline and work environment on employee job satisfaction in the Protocol Public Relations Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.

The results of the F-test in this study mean that simultaneously the variables of leadership, work discipline and work environment have a positive and significant effect on the job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. The first hypothesis of this research can be scientifically proven.

This means that leadership, work discipline and work environment simultaneously have a positive and significant effect on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. This means that if leadership, work discipline and work environment develop towards a better direction, the job satisfaction of protocol employees will increase.

Leadership (X1) in the context of this study is the ability of leaders in the Public Relations and Protocol Section of the Adpim Bureau of the Regional Secretary of Central Sulawesi Province to influence employee activities both individually and in groups towards achieving goals in order to work according to their respective duties and obligations effectively and efficiently.

Several dimensions of leadership (X1) used in this study refer to the opinion of Anoraga (2014: 86). This is reflected in the results of this study where the leaders in the Public Relations and Protocol Section of the Regional Secretary of Central Sulawesi Province have the ability to direct employees, are able to think strategically, have good knowledge and personality, have individual attention, and have good communication skills that have been applied to their leadership in the Public Relations and Protocol Section of the Regional Secretary of Central Sulawesi Province.

Work discipline (X2) in the context of this study means the awareness and willingness of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province to obey all agency regulations and social norms that apply in the agency. Employee work discipline is reflected in the attitude of employees to obey time rules, obey agency regulations, and obey the rules of behaviour at work, where the results show that employee obedience to time rules has the most important role in work discipline variables. Meanwhile, on the other hand, employee obedience to the rules of behaviour at work has the lowest role in the work discipline variable.

Several dimensions of work discipline (X2) used in this study refer to the opinion of Sinungan (2018: 146). This is reflected in the results of this study where employees obey the time rules, agency rules, and rules of behaviour at work that have been applied in the Public Relations and Protocol Section of the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.

The work environment (X3) in the context of this study is defined as everything that is around the employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province which can affect him in carrying out the tasks assigned to him in accordance with their respective duties and functions. The work environment is reflected in working conditions, work facilities, and work regulations in the agency, where the results show that working conditions have the most important role in work environment variables. Meanwhile, on the other hand, work regulations have the lowest role in work environment variables.

Several dimensions of the work environment (X2) used in this study refer to the opinion of Sagita (2015: 74). This is reflected in the results of this study where working conditions, work facilities, and work regulations are part of the work environment in the Public Relations and Protocol Section of the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.

In accordance with the results of this study, it can be concluded that the variables of leadership, work discipline and work environment as predictor variables are considered to have

a positive influence on the job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. This is based on the reality of the research results which are able to prove empirically the strength of the relationship and influence of the variables of leadership, work discipline and work environment on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.

It is realistic if in this study it is found that there is a positive and significant influence between leadership, work discipline and work environment on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province, considering that leadership, work discipline and a work environment that is developing towards a better direction are seen by most employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province as something positive that can provide support for employee job satisfaction.

The results of this study are in accordance with the research of Widaryati, Santosa, and Rahmanto (2014) which shows that: 1) there is a significant influence of leadership on employee job satisfaction at the Surakarta Youth and Sports Education Office; 2) there is a significant influence of the work environment on employee job satisfaction at the Surakarta Youth and Sports Education Office; and 3) there is a significant influence between leadership and work environment simultaneously on employee job satisfaction at the Surakarta Youth and Sports Education Office.

Also in accordance with Badawi's research (2014) which shows that there is a significant influence of the work environment on teacher job satisfaction. There is a significant influence of work discipline on teacher job satisfaction. There is a significant influence of work motivation on teacher job satisfaction. Simultaneously, there is a significant influence of work environment, work discipline, and work motivation on teacher job satisfaction and there is also the influence of other variables outside of the research model.

2. The effect of leadership on employee job satisfaction in the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.

The sig-t value of the leadership variable (X1) in this study means that partially leadership has a positive and significant effect on employee job satisfaction in the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. While the value of the partial determination coefficient (r^2) of the leadership variable (X1) with a value of 0.651 provides a meaning showing a close influence between leadership and employee job satisfaction of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.

Empirically, the finding of a positive influence between leadership on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province, provides a meaning that the leader's ability to direct employees, the leader's ability to think strategically, the leader has good knowledge and personality, the leader has individual attention, and the leader has good communication skills, is part of the leadership that exists and is developed in the Public Relations and Protocol Section of the Adpim Bureau of the Regional Secretary of Central Sulawesi Province and is considered capable of making an important contribution in supporting the job satisfaction of protocol employees, where the dimension of leaders having good knowledge and personality has the most important role in the leadership variable (X1) which shapes the job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. In the assessment of research respondents, so far the good knowledge and personality of the leadership can be seen in the leaders giving examples to each employee to comply with every regulation that applies in the office and the leaders giving examples to each employee to comply with every regulation that applies in the office.

The results of this study also empirically prove that the dimension of having the ability to communicate well is a priority scale to be addressed in the leadership of superiors in the Public Relations and Protocol Section of the Adpim Bureau of the Regional Secretary of Central

Sulawesi Province, because it is still found that the leadership elements lack the ability to build good communication and there are still elements of leaders who are less able to provide good direction.

The results of this study empirically correspond to the research of Arini, Arafat and Wahidy (2021), which shows that principal leadership has a positive effect on teacher job satisfaction at SMA Negeri 2 Prabumulih. Also in accordance with the research of Astuti and Iverizkinawati (2018), which shows that there is a positive influence of leadership variables on employee job satisfaction at PT Sarana Agro Nusantara Medan. Also in accordance with the research of Saputra and Rahyuda (2018), which shows that leadership has a positive and significant influence on the job satisfaction of contract employees at the Denpasar Mayor's Office Secretariat.

3. The effect of work discipline on employee job satisfaction in the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.

The sig-t value of the work discipline variable (X2) in this study means that partially work discipline has a positive and significant effect on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. While the value of the partial determination coefficient (r^2) of the work discipline variable (X2) with a value of 0.228 means that it shows a close influence between work discipline and job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.

Empirically, with the discovery of a positive influence between the work environment on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province, it means that working conditions, work facilities, and work regulations are part of the work environment that exists in the Public Relations and Protocol Section of the Adpim Bureau of the Regional Secretary of Central Sulawesi Province and are able to make an important contribution in supporting the job satisfaction of employees of the Public Relations and Protocol Section, where the dimensions of working conditions and work facilities have the most important role in the work environment variable (X2) which shapes employee job satisfaction of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province. In the assessment of research respondents, working conditions appear in physical facilities and infrastructure such as office buildings, data processing tools and so on where this is an important factor in supporting all activities of an agency or organisation. While work facilities appear to be adequate official vehicles in terms of feasibility and volume, existing complementary facilities (internet and others) help smooth the performance of tasks, existing work rules regulate employees in carrying out work, there is preparation of work plans for employees, and employees have their own files for the tasks they do.

The results of the study also empirically prove that the dimension of work regulations is a priority scale to be immediately addressed in the work environment in the Public Relations and Protocol Section of the Adpim Bureau of the Regional Secretary of Central Sulawesi Province, because there are still employees who are less obedient to the implementation of the rules that have been set in the Public Relations and Protocol Section of the Adpim Bureau (leadership administration) of the Regional Secretary of Central Sulawesi Province so that it affects the success of the agency in realising its vision and mission going forward.

The results of this study empirically correspond to the research of Pioh and Tawas (2016), which shows that the work environment has a significant positive effect on job satisfaction of civil servants at the Sonder District Office, Minahasa Regency.

CONCLUSIONS

Based on the results of the research and discussion stated above, the authors draw several conclusions from the results of this study as follows:

1. Leadership, work discipline and work environment simultaneously have a positive and significant effect on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.
2. Leadership partially has a positive and significant effect on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.
3. Work discipline partially has a positive and significant effect on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.
4. The work environment partially has a positive and significant effect on job satisfaction of employees of the Public Relations and Protocol Section at the Adpim Bureau of the Regional Secretary of Central Sulawesi Province.

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