The Influence of Leadership on the Performance of State Civil Services through Work Motivation and Satisfaction

The Case of Secretariat of the Takalar Regional Representative Council

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Abstract
This study aims to determine the effect of leadership on employee performance through work motivation and job satisfaction at the Secretariat of the Takalar Region Representative Council. Data collection was carried out at the Secretariat of the Takalar Region Representative Council. The study applies saturated samples so that the number of samples was 49 respondents. Data were analyzed using the path analysis method. The results showed that leadership has a positive and significant effect on work motivation and job satisfaction, but an insignificant effect on employee performance. Work motivation has a positive and significant effect on employee performance; Job satisfaction has a positive and significant effect on employee performance. Leadership through both work motivation and job satisfaction show a significant effect on employee performance.

Keywords: leadership; work motivation; job satisfaction; employee performance.

INTRODUCTION
Civil Servants who are State employees have the responsibility to serve the community well, so they must be required to have quality, dedication and a high work ethic. There are several factors that are needed by State Civil Servants in order to encourage and motivate their morale and to be able to complete their duties and obligations effectively and efficiently to achieve good governance. (Ernawati and Ambarini, 2010).

The government as a public sector organization realizes the importance of human resources to achieve the organization's vision and mission. This can be seen from the increase or decrease in the performance of State Civil Servants. Good performance is required in any State Civil Servants collaboration in achieving goals, as it is known that achieving the goals of an organization is something that every organization really wants. The theory of job performance in this case is a psychological theory about the process of a person's work behavior so as to produce something that is the goal of his job (Robbins, 1996).

However, it is often found that their services and performance in Indonesia are not satisfactory and seem slow in carrying out their duties. Research conducted by Cahyadi (2016) This shows that the quality of public services in all ministries / agencies is a fundamental matter that must be improved immediately.

Based on the results of interviews to see the performance conditions of State Civil Servants at the Secretariat of the Takalar Region Representative Council, it was found that State Civil Servants tended to be slow in completing work based on their respective duties, which showed poor
performance. This of course will affect the effectiveness and performance of the organization.

According to Robbins and Judge (2015) cited in Damayanti, Hanafi and Cahyadi (2018) stated that organizations with more satisfied workers tend to be more effective than organizations that are smaller.

Job satisfaction is a pleasant or unpleasant emotional state with which employees view their job. Employee job satisfaction must be created as well as possible so that employee morale, dedication, love, and discipline increase, so that work performance or performance can be achieved. (Win Susilo, 2014). Therefore, to achieve the expected performance, motivation is needed in State Civil Servants. Motivation is the key of a successful organization to maintain the continuity of the work in a powerful manner and help organizations to survive (Pamela and Oloko, 2015: 2).

Apart from work motivation, employee leadership is equally important in supporting employee performance. Leadership is a behavior with a specific goal of influencing the activities of group members to achieve common goals designed to benefit individuals and organizations, so that in an organization leadership is an important factor in determining the achievement of the goals set by the organization (Rivai and Mulyadi, 2013: 3). In an effort to improve the performance of State Civil Servants, this can be done through leadership in accordance with the increase in State Civil Servants performance. There are many factors that can influence an organization in improving State Civil Servants performance, including leadership. Lack of leadership role in creating harmonious communication and providing employee coaching, will lead to low employee performance levels. This means that a successful leader is a leader who is able to become a role model for his subordinates by creating a work environment that can spur growth and development of employee performance.

In this study, we will analyze how leadership influences State Civil Servants performance through job motivation and job satisfaction. The research will be carried out in the scope of the Takalar Region Representative Council, seeing the State Civil Servants performance that needs to be improved.

**LITERATURE REVIEW**

**Leadership**

According to Robbins & Judge (2013: 368) defines leadership as the ability to influence a team to achieve a vision or goal. In other words, leaders can emerge from within the group and through official appointments. Organizations need strong leadership and strong management to optimize efficiency.

Operationally, Rivai and Muliadi (2013: 24) suggests five main functions of leadership, namely: (1) the function of instruction, namely one-way communication, (2) consulting function, this function is two-way communication, (3) participatory function, when the leader carries out these functions, he will try to motivate the people he leads, including participation in decision making and implementation of decision making, (4) delegation function, this function is realized by giving the authority to make decisions with or without the approval of the leadership, (5) the control function refers to successful or effective leadership. Kartono (2008) suggested that there are 5 indicators of leadership style, namely: (1) ability to make decisions, (2) ability to motivate, (3) communication skills, (4) ability to control yourself, and (5) responsibility.

**Work Motivation**

Motivation is related to the drive that exists in humans both internally and externally to increase the potential within in order to provide the best performance for the company. The opinions of experts about work motivation vary widely according to their respective perspectives. According to Widodo (2015: 187) which states that motivation is a human force that drives his actions to action. A person's strength in completing a task or achieving a goal indicates the level of motivation.
According to Hasibuan (2012: 141) which states that motivation is the driving force that causes, guides, and supports human behavior, so that they want to work hard and are eager to achieve the best goals. Motivation becomes increasingly important because managers assign work to subordinates to be done properly and integrate it into the desired goals. According to Abraham Maslow (1984), motivation is divided into five parts, namely: physiological, sense of security, social, appreciation, and self-actualization. The understanding above can be concluded that motivation is a factor that causes an individual to be motivated to do something actively to achieve optimal results so that goals can be achieved.

**Job Satisfaction**

Basically, job satisfaction is an individual thing. Each employee will have a different level of satisfaction according to the system of values that applies to him. The more aspects of the job that are in accordance with the wishes of the individual, the higher the level of satisfaction that is felt and vice versa. Satisfied employees do a better job at fulfilling the obligations as outlined in the job description. According to Noor (2013), job satisfaction is a personal problem, the more aspects of the job that suit personal desires, the higher the satisfaction, and vice versa. According to Wibowo (2015), job satisfaction is a person's degree of happiness as a positive evaluation of work and work environment. The factors that affect employee satisfaction are very dependent on the personality of each employee. According to Gibson in Ivancevich and Donelly (2003), there are five factors that influence job satisfaction, namely: salary, job itself, promotion, supervision, and co-workers.

**Employee Performance**

Organizational performance is achieved through employee performance. Mulyadi (2015: 64) stated that performance is the result of the work achieved by workers or employees in quality and quantity in accordance with their responsibilities. Meanwhile, according to Fahmi (2016: 137), performance is the result obtained by an organization, both the organization is profit oriented and non-profit oriented which is generated during a certain period. Thus, performance is the result of work that has a strong relationship with the organization's strategic objectives.

In general, performance is influenced by individual factors and situation factors. The situation factor in performance theory is organizational culture. A culture that grows strong is able to spur the organization towards better development (Robbins, 1996: 30). Cultural change can be done by making management behavior a fashion, creating new histories, symbols and habits and beliefs according to the desired culture, selecting, promoting and supporting State Civil Servants, redefining the socialization process for new values, changing the reward system with values New ni’lai, replacing unwritten norms with formal or written rules, scramble subcultures through job rotation and increase group cooperation.

**Conceptual Model**

![Conceptual Model](image-url)

**Figure 1:** The Conceptual Model
H1: Leadership has a positive and significant effect on work motivation at the Secretariat of the Takalar Region Representative Council.

H2: Leadership has a positive and significant effect on job satisfaction at the Secretariat of the Takalar Region Representative Council.

H3: Leadership has a positive and significant effect on the performance of State Civil Servants at the Secretariat of the Takalar Region Representative Council.

H4: Work motivation has a positive and significant effect on the performance of State Civil Servants at the Secretariat of the Takalar Region Representative Council.

H5: Job satisfaction has a positive and significant effect on the performance of State Civil Servants at the Secretariat of the Takalar Region Representative Council.

RESEARCH METHOD

Location and Research Design

This study uses a quantitative approach, where the data comes from primary data collected through a questionnaire. The data obtained were analyzed using path analysis. Then the results will be described to describe empirical facts related to the relationship between variables, either directly or indirectly. The location of this research was conducted at the Secretariat of the Takalar Region Representative Council, South Sulawesi Province, Indonesia.

Population and Samples

The sample in this study took the total number of the population in this study, the population was less than 100 so that the sampling was the same as the population (saturated sample), namely as many as 49 people.

Data Collection Method

Supporting data or information in this study were obtained through distributing questionnaires to respondents by means of observation and interviews.

Data Analysis Method

Methods of data analysis in this study using path analysis method using SPSS 23.0 for windows software which consists of validity, reliability, and path analysis.

EMPIRICAL RESULTS

Descriptive Statistics

Leadership (X)

The respondent's description for the leadership variable shows that the X3 (responsible) indicator has the largest mean value, namely 4.1. This is because the leader has the duty and authority, as well as overall responsibility for anything and everything in his leadership.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1 - decision-making ability</td>
<td>10</td>
<td>20.41</td>
<td>27</td>
<td>55.10</td>
<td>8</td>
<td>16.33</td>
</tr>
<tr>
<td>X2 - Ability to motivate</td>
<td>13</td>
<td>26.53</td>
<td>25</td>
<td>51.02</td>
<td>10</td>
<td>20.41</td>
</tr>
<tr>
<td>X3 - Communication skills</td>
<td>5</td>
<td>10.20</td>
<td>35</td>
<td>71.43</td>
<td>8</td>
<td>16.33</td>
</tr>
<tr>
<td>X4 - ability to control subordinates</td>
<td>4</td>
<td>8.16</td>
<td>25</td>
<td>51.02</td>
<td>10</td>
<td>20.41</td>
</tr>
<tr>
<td>X5 - Responsible</td>
<td>13</td>
<td>26.53</td>
<td>28</td>
<td>57.14</td>
<td>8</td>
<td>16.33</td>
</tr>
<tr>
<td>X6 - Ability to control his emotions</td>
<td>6</td>
<td>12.24</td>
<td>29</td>
<td>59.18</td>
<td>13</td>
<td>26.53</td>
</tr>
</tbody>
</table>

Source: Data processed by SPSS 23, 2020.
Work Motivation (Zj)

The respondent's description of the work motivation variable shows that the Z14 indicator (health insurance) has the largest mean value, namely 4.6. According to the respondents, health insurance is very important to increase the sense of security while working so that State Civil Servants is better able to maintain good performance.

**Table 2.** Respondents' Responses Regarding Work Motivation

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Z11 - Proper job placement</td>
<td>3</td>
<td>6.12</td>
<td>30</td>
<td>61.22</td>
<td>12</td>
<td>24.49</td>
</tr>
<tr>
<td>Z12 - Pleasant working conditions</td>
<td>9</td>
<td>18.37</td>
<td>36</td>
<td>73.47</td>
<td>4</td>
<td>8.16</td>
</tr>
<tr>
<td>Z13 - Recreational Facility</td>
<td>26</td>
<td>53.06</td>
<td>21</td>
<td>42.86</td>
<td>2</td>
<td>4.08</td>
</tr>
<tr>
<td>Z14 - Health Insurance</td>
<td>34</td>
<td>69.39</td>
<td>14</td>
<td>28.57</td>
<td>1</td>
<td>2.04</td>
</tr>
</tbody>
</table>

Source: Data processed by SPSS 23, 2020.

Job Satisfaction (Z2)

The respondent's description for the variable shows that the Z25 indicator (co-worker) has the largest mean value, namely 4.5. Respondents are satisfied with their work if they have colleagues who support each other, including friendliness and positive influence from co-workers. This is supported by the answers of 30 respondents who stated that they strongly agree that their co-workers are cooperative.

**Table 3.** Respondents' Responses Regarding Job Satisfaction

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Z21 - The work itself</td>
<td>0</td>
<td>0.00</td>
<td>32</td>
<td>65.31</td>
<td>15</td>
<td>30.61</td>
</tr>
<tr>
<td>Z22 - Salary</td>
<td>6</td>
<td>12.24</td>
<td>35</td>
<td>71.43</td>
<td>7</td>
<td>14.29</td>
</tr>
<tr>
<td>Z23 - Promotion</td>
<td>7</td>
<td>14.29</td>
<td>39</td>
<td>79.59</td>
<td>3</td>
<td>6.12</td>
</tr>
<tr>
<td>Z24 - Surveillance</td>
<td>17</td>
<td>34.69</td>
<td>30</td>
<td>61.22</td>
<td>2</td>
<td>4.08</td>
</tr>
<tr>
<td>Z25 - Coworkers</td>
<td>30</td>
<td>61.22</td>
<td>17</td>
<td>34.69</td>
<td>2</td>
<td>4.08</td>
</tr>
</tbody>
</table>

Source: Data processed by SPSS 23, 2020.

State Civil Servants Performance (Y)

Respondents' descriptions for the State Civil Servants Performance variable show that the Y4 (cooperation) indicator has the largest mean value, namely 4.16. When working together, all work processes will be more efficient because they will complete work simultaneously according to their respective abilities. By working together can make it easier to complete work that piles up faster.

**Table 4.** Respondents' Responses Regarding State Civil Servants Performance

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y1 - Quality of work</td>
<td>4</td>
<td>8.16</td>
<td>37</td>
<td>75.51</td>
<td>9</td>
<td>18.37</td>
</tr>
<tr>
<td>Y2 - Work Quantity</td>
<td>4</td>
<td>8.16</td>
<td>35</td>
<td>71.43</td>
<td>9</td>
<td>18.37</td>
</tr>
<tr>
<td>Y3 - Duration</td>
<td>10</td>
<td>20.41</td>
<td>33</td>
<td>67.35</td>
<td>6</td>
<td>12.24</td>
</tr>
<tr>
<td>Y4 - Cooperation</td>
<td>11</td>
<td>22.45</td>
<td>35</td>
<td>71.43</td>
<td>3</td>
<td>6.12</td>
</tr>
<tr>
<td>Y5 - Cost Emphasis</td>
<td>12</td>
<td>24.49</td>
<td>32</td>
<td>65.31</td>
<td>4</td>
<td>8.16</td>
</tr>
<tr>
<td>Y6 - Supervision</td>
<td>11</td>
<td>22.45</td>
<td>35</td>
<td>71.43</td>
<td>2</td>
<td>4.08</td>
</tr>
</tbody>
</table>

Source: Data processed by SPSS 23, 2020.

Prerequisite Evaluations

Validity Test

The validity test is done by calculating the value Pearson, for each statement indicator has a value greater than the value of R Table, namely 0, 2816, then all indicators of the statement are
considered valid.

Reliability Test

In addition, the Cronbach's alpha value for each variable has a number greater than 0.60 so that all variables are declared reliable to be used as a measuring instrument for the questionnaire instrument in this study.

Main Results

![Image of a diagram showing variables correlation and path analysis.]

**Figure 2. Path Analysis Structure Model**

Analysis of the results of this study using a model of track analysis with data processing using the SPSS program. Based on the way the values are determined in the model, the model testing variables in this study are grouped into exogenous variables and endogenous variables. The group of exogenous variables is leadership, while endogenous variables are work motivation, job satisfaction, State Civil Servants performance. Furthermore, the results of the analysis are presented in Table 5.

**Table 5 Path Analysis Output**

<table>
<thead>
<tr>
<th>Variables correlation</th>
<th>Direct Effect</th>
<th>Indirect Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Standardized Coefficient Beta</td>
<td>t</td>
</tr>
<tr>
<td>X → Z1</td>
<td>0.528</td>
<td>4.264</td>
</tr>
<tr>
<td>X → Z2</td>
<td>0.436</td>
<td>3.326</td>
</tr>
<tr>
<td>X → Y</td>
<td>0.041</td>
<td>0.313</td>
</tr>
<tr>
<td>Z1 → Y</td>
<td>0.317</td>
<td>2.401</td>
</tr>
<tr>
<td>Z2 → Y</td>
<td>0.464</td>
<td>3.726</td>
</tr>
</tbody>
</table>

Source: 2020 Questionnaire Results

1. The significance value of the variable, namely X = 0.000, is smaller than 0.05 and the beta value is 0.528. These results provide conclusions, namely the value of the leadership path to work motivation is 0.528 and leadership (X) has a positive and significant effect on work motivation (Z1) at the Secretariat of the Takalar Region Representative Council.

2. Furthermore, the leadership variable on job satisfaction shows the significance value of the variable, namely X = 0.002 less than 0.05 and the beta value of 0.436. These results provide conclusions, namely the path value on the leadership variable against work papacy is 0.436 and leadership (X) has a positive and significant effect on job satisfaction (Z2) at the Secretariat of the Takalar Region Representative Council.

3. The results of the Beta value on the leadership variable (X) on performance are 0.41 with a significance level of 0.756. This shows that leadership (X) has a positive and insignificant effect on the performance of State Civil Servants (Z) at the Secretariat of the Takalar Region Representative Council.

4. The results of the Beta value on the work motivation variable (Z1) on performance (Y) are 0.317 with a significance level of 0.21. This shows that the work motivation variable (Z1) has a positive
and significant effect on the performance of State Civil Servants (Y) at the Secretariat of the Takalar Region Representative Council. 

5. The results of the Beta value on the Job Satisfaction variable (Z2) on performance (Y) are 0.464 with a significance level of 0.01. This shows that the job satisfaction variable (Z2) has a positive and significant effect on the performance of State Civil Servants (Y) at the Secretariat of the Takalar Region Representative Council. 

6. The result of the indirect influence between leadership and performance through work motivation is 0.167. This shows that there is an indirect influence between leadership and performance through work motivation. 

7. The result of the indirect influence between leadership and performance through Job Satisfaction is 0.167. This shows that there is an indirect influence between leadership and performance through job satisfaction. 

DISCUSSION

The Influence of Leadership on Work Motivation

The results of the analysis show that leadership has a positive and significant effect on work motivation at the Secretariat of the Takalar Region Representative Council. This means that the success of a leader is determined by personality traits both physically and psychologically which can affect employee motivation, meaning that a leader who has good personality can motivate his subordinates to a better direction. In line with what Afrizal (2015) has found that leadership style has a positive influence on work motivation. Likewise the results of research that has been conducted by Kukuh Prasetyo Rusady & Suprayitno (2011) found that leadership was successful unyai significant influence on the motivation of civil servants in the Agency for Women's Empowerment, Child Protection and Family Planning in Grobogan Regency. 

The Effect of Leadership on Job Satisfaction

The results of the analysis show that there is a positive and significant influence of leadership on job satisfaction. This shows that the success of a leader is very dependent on his behavior in carrying out leadership functions. This means that the success of leading subordinates will affect the job satisfaction of his subordinates. In line with what Made Suprapta, Sintaasih and Riana have researched (2015) states that leadership has a positive and significant effect on job satisfaction. This is also what Sukarja and Machasin (2015) have researched found that leadership partially has a positive and significant effect on job satisfaction of the Riau Provincial Education Office employees. 

The Influence of Leadership on State Civil Servants Performance

The results of the analysis show that leadership has a positive and insignificant effect on the performance of State Civil Servants. This is related to the role of the leader, the attitude of the leader in properly motivating subordinates to solve all work problems for which they are responsible. This is in line with the research results presented by Anuraga, Sintaasih and Riana (2017) said leadership cannot significantly improve performance. Supervision is directly important to performance. This means that better supervision will have a positive impact on improving employee performance. Similarly, the results of research conducted by Sukarja and Machasin (2015) that leadership partially has a positive and indirect effect on employee performance. 

The Influence of Work Motivation on State Civil Servants Performance

The results of the analysis show that work motivation has a positive and significant effect on State Civil Servants performance. This is related to the mental condition that encourages someone who is able to achieve his maximum achievement. This means that if the mental condition is good, it will affect the performance or vice versa, the performance will decrease. In line with the results of research conducted by Rusady and Suprayitno (2011) found that motivation has a significant effect on the performance of civil servants. Likewise, what has been researched by Lutfi and Siswanto (2018) said that work motivation has an effect on employee performance. Likewise, the research
The results of Afrizal (2015) that work motivation, partially has a positive influence on employee performance at BMT Bina Ihsanul Fikri Yogyakarta.

**The Effect of Job Satisfaction on State Civil Servants Performance**

The results of the analysis show that job satisfaction has a positive and significant effect on State Civil Servants performance. This is related to one's job satisfaction calculated by looking at the difference between something that should be and what is felt. If the satisfaction is obtained more than desired, it will be even more satisfied, so there is a positive difference. A person's job satisfaction depends on the difference between something that is considered to be obtained and what is achieved. In line with what has been researched by Suprapta, Sintaasih, and Riana (2015) stated that job satisfaction has a positive and significant effect on employee performance. Different from the results of research conducted by Afrizal (2015) found that job satisfaction partially has no positive effect on employee performance.

**The Influence of Leadership through Work Motivation on State Civil Servants Performance**

The results of the analysis show that indirectly leadership (X) through work motivation (Z1) has a significant effect on State Civil Servants performance (Y). This is due to differences in performance between one person and another in work situations due to different characteristics of individuals. In addition, the same person can perform differently in different situations. All of this explains that the performance is largely influenced by two things, namely individual factors and situation factors. In line with what Afrizal has researched (2015) found that leadership style mediated by work motivation variables has a positive influence on employee performance. Likewise, the results of research conducted by Wahyuuni (2015) that there is a positive influence of leadership style on employee performance through work motivation.

**The Influence of Leadership through Job Satisfaction on Employee Performance**

The results of the analysis show that indirectly leadership (X) through job satisfaction (Z2) has a significant effect on State Civil Servants performance (Y). This refers to how a person explains the causes of behavior of others or oneself, which is determined either from internal or external. Observing a person's behavior, whether it is caused internally (e.g. ability, knowledge or effort) or externally (e.g. luck, opportunity and environment). In line with what Afrizal has researched (2015) found that the simultaneous leadership style mediated by the job satisfaction variable has a significant influence on the employee performance dependent. Likewise, Nas's research results (2017) found that leadership has a significant effect on teacher performance through job satisfaction. Agree on the research results of Dewi and Sutrischastini (2016) found that leadership style has an indirect positive and significant impact on performance, through the job satisfaction variable at PD BPR BKK Wonosobo.

**CONCLUSION**

Based on the research results of the study, it can be conclude that leadership has a positive and significant effect on work motivation and on satisfaction, but insignificant effect employee performance. Work motivation has a positive and significant effect on employee performance. Job satisfaction has a positive and significant effect on performance. Leadership through work motivation and job satisfaction has a significant effect on State Civil Servants employee performance.

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