

THE INFLUENCE OF LEADERSHIP AND WORK MOTIVATION ON THE PERFORMANCE OF STATE CIVIL APPARATUS THROUGH JOB SATISFACTION (STUDY AT THE EAST BARITO REGENCY DPRD SECRETARIAT)

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ABSTRACT

Keywords:

Leadership, work motivation, performance, job satisfaction

This research aims to determine and analyze: the significant influence of leadership on job satisfaction; Significant influence of work motivation on job satisfaction; Significant influence of leadership on performance; Significant influence of work motivation on performance; The significant influence of Job Satisfaction on Performance; The influence of leadership on performance through job satisfaction, and the influence of work motivation on performance, State Civil Apparatus (ASN) at the DPRD Secretariat of East Barito Regency. The data collection technique in this research was by distributing questionnaires to a sample of 31 State Civil Servants within the DPRD Secretariat of East Barito Regency. The data analysis technique used was Smart PLS Version 3.2.0. The research results state that leadership has a significant effect on job satisfaction; Work motivation has a significant effect on Job Satisfaction, Leadership has a significant effect on Performance, Work motivation has a significant effect on Performance, Job Satisfaction has a significant effect on Performance, Job satisfaction mediates the effect of leadership on Performance and, Job satisfaction mediates the effect of work motivation on Performance, State Civil Apparatus (ASN) at the East Barito Regency DPRD Secretariat

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1. INTRODUCTION

The State Civil Apparatus (ASN) has a very important role in the government of the Republic of Indonesia. The main functions of the State Civil Apparatus (ASN) are policy implementation, public service, public adhesive and nation unifier. In the hands of ASN, the execution of various government affairs is actually carried out. In order for the implementation of functions to run effectively, it must maintain employee performance that must be obeyed by every State Civil Apparatus (ASN). But until now, the problem of the performance of the State Civil Apparatus (ASN) in an organization has become an important problem in Human Resource Management. As explained earlier that the State Civil Apparatus (ASN) is the most valuable asset of every organization, this is because the performance of the State Civil Apparatus (ASN) can make or break the reputation of the organization, where every organization cannot advance by one or two individual efforts but is the result of the efforts of all members of the organization (Abbas & Yaqoob, 2009: 269) in MP. Aviantara (2019). The phenomenon of less than optimal performance problems is a major factor at this time that many organizations must undergo, some organizations realize how important it is to improve the performance of the State Civil Apparatus (ASN) and know how to improve the performance of the State Civil Apparatus (ASN). And knowing how to improve the performance of the State Civil Apparatus (ASN) which can be achieved in determining the success of an organization. Organization and is also a dynamic factor that can determine the progress or retreat of an organization (Masharyono & Sumiyati, 2016: 34) in MP. Aviantara (2019).

Organizations are institutions that are complex and unique. It is complex because the organization in it has various dimensions which are interrelated and determine each other. While being unique, it shows that organizations have certain characteristics that are not shared by other organizations. Because of its complex and unique nature, the organization requires good coordination in an effort to improve its performance. One of these efforts is through leadership. This leadership must be able to go hand in hand to achieve targets in improving ASN performance. There are several factors that can influence the improvement

The Influence Of Leadership And Work Motivation On The Performance Of State Civil Apparatus Through Job Satisfaction (Study at the East Barito Regency DPRD Secretariat).

Ucok Tigora Limbong, et.al

2252

of ASN performance in the organization, including leadership, work motivation and job satisfaction of ASN. Leadership has a very close relationship with ASN performance, because the success of a leader in mobilizing others in achieving predetermined goals is highly dependent on authority, as well as the leader's ability to create enthusiasm in each subordinate, colleague and superior leader himself, according to the leadership theories (behavior theories) that have been put forward by Mc Gregor (1983) in Khairunnisa (2021: 4).

The next factor that influences ASN performance in an organization is work motivation. Work motivation is the driving force for an ASN to work. In this case, work motivation will be an inspiration and interest for ASN to be able to work harder, producing the expected performance where the work motivation is provided by the organization and leadership where it works. Without work motivation, someone will work in an undirected manner so that the target of obtaining the expected performance will not be achieved. This is supported by the opinion expressed by (Pamela and Oloko, 2015: 2) in Khairunnisa (2021) which states that work motivation is the key to a successful organization to maintain the continuity of work in the organization in a strong way and help to survive. Work motivation is a force within people that influences the direction, intensity and persistence of a person's voluntary behavior to do work. (Hamzah Uno, 2012: 72). The next factor supporting performance improvement is Job Satisfaction. Job satisfaction is felt by ASN through the compensation that ASN receives both financially and non-financially. High job satisfaction will make ASN's performance increase, and vice versa if ASN's job satisfaction is low, it can cause ASN to be dissatisfied so that their performance will decrease. 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 (Abdul Malik, 2015: 3). In preliminary research conducted at the Secretariat of the DPRD of East Barito Regency, there were several employees who were less sensitive to the phenomena and social dynamics within the Secretariat of the DPRD of East Barito Regency. In general, there are those who do not feel at home in the organizational environment, both employees and employees, which is clearly visible in the attendance and presence of employees in the office during working hours. In relation to work motivation and the careers of employees of the East Barito Regency DPRD Secretariat, when linked to the reality in the field, demands for basic salaries, especially for employees who still have class II and I ranks, which are still considered minimal, continue to occur every day. This is because the increasingly urgent and higher needs of life certainly have an impact on employee indiscipline in daily work. This is strongly felt by employees, including often complaining about dissatisfaction with the salary received.

This dissatisfaction has led to low employee performance at the East Barito Regency DPRD Secretariat. The reason is related to the inadequacy in fulfilling the needs of daily life which is not balanced with the salary received. and the benefits obtained have not been able to cover the increasingly high living needs of the average employee. Related to this, employees become increasingly unconcentrated on the work they carry out, even some of the employees try to find other income during working hours. Negligence about frequent absences from work causes violations of the consensus that time that should be used for work is actually used to work outside the provisions of working hours. One of the reasons for the large number of violations made by employees of the East Barito Regency DPRD Secretariat is dissatisfaction with the work motivation provided both in material and immaterial forms such as position allowances, so that the drive to improve performance is always hampered. The inadequacy of employees in providing services can be caused by a lack of work motivation from the leadership, in this case the Head of the East Barito Regency DPRD Secretariat, in providing benefits and awards in the form of promotions that are sought for employees in the Office, because so far those who occupy positions are employees who are not from the East Barito Regency DPRD Secretariat so they do not have experience, especially in handling work areas in the East Barito Regency DPRD Secretariat. The work motivation of employees is greatly contributed by the pattern of work life and the attitude of complementarity between members in an organization will add harmony and increase the work enthusiasm of employees so that the results will be better. In other words, work enthusiasm is closely related to the harmony of the contribution of cooperation between fellow managers (Human Relations), including the contribution between the Head of the East Barito Regency DPRD Secretariat and employees.

The complexity of the tasks carried out by employees of the East Barito Regency DPRD Secretariat affects the work discipline of the apparatus. The desire of staff to become independent human beings so that they will reduce their dependence on others in satisfying various types of needs. Independence does not eliminate the opportunity to interact with others. Work motivation of employees of the East Barito Regency DPRD Secretariat can arise not only from within themselves but also from outside themselves or the surrounding environment. For example, the influence of a less conducive environment on a person

The Influence Of Leadership And Work Motivation On The Performance Of State Civil Apparatus Through Job Satisfaction (Study at the East Barito Regency DPRD Secretariat).

Ucok Tigora Limbong, et.al

2253

so that he is not eager to work. In addition, it can also occur because someone cannot adjust to their environment. The DPRD Secretary as a leader at the East Barito Regency DPRD Secretariat always pays attention to employees and employees in carrying out their duties, so the leadership of the Head is a human figure who is able to encourage, guide, direct, move employees, staff, and other related parties to work or participate in order to achieve the goals set by the East Barito Regency DPRD Secretariat, where a leader who can influence his followers to be able to take an action to realize the formulation of goals in accordance with the effectiveness and efficiency of the work carried out by subordinates. Besides the leadership of the Head of the East Barito Regency DPRD Secretariat, it is strongly influenced by a strong personality. Also has a strong nature to motivate the work of subordinates so as to increase morale and organizational goals can be carried out properly.

From the phenomenon of problems found by researchers in preliminary research at the Secretariat of the DPRD of East Barito Regency, in this study the problem is limited only to aspects of job satisfaction caused by the quality of leadership of the Organization Leader and ASN work motivation in responsibility for their workload. Researchers believe that the leadership of Organizational Leaders is the main and first factor that affects the performance and job satisfaction of an employee. The better the leadership of the Organization Leader, the higher the job satisfaction felt by employees. Researchers also see that job satisfaction is worthy of being used as an intervening variable to determine whether leadership and work motivation of ASN have a direct or indirect effect on ASN performance.

Literature Review

Management is the science and art of managing the process of utilizing Human Resources (HR) and other resources effectively and efficiently to achieve a certain goal. According to Hasibuan (2019: 10) says that human resource management is the science and art of regulating the relationship and role of labor so that it effectively and efficiently helps realize the goals of the organization, employees and society. Human Resource Management (HRM) can also be interpreted as a process of human utilization as a humane workforce, so that its physical and psychological potential functions optimally for the achievement of organizational goals. In other literature, it is said that Human Resource Management (HRM) is the management of individuals who work in organizations in the form of a relationship between jobs and workers, especially for the achievement of productive use of individuals in an effort to achieve organizational goals and in the context of realizing the satisfaction of the needs of these individuals (Hadari Nawawi, 2019: 148).

The goal of human resource management is to improve the productive contribution of people or workforce to the organization or company in a strategically, ethically and socially responsible manner. Human resource managers and departments achieve their goals by fulfilling their objectives. According to Soekidjo Notoatmodjo (2018: 86), the main objective of human resource management (HRM) is to increase the contribution of human resources (employees) to the organization in order to achieve the productivity of the organization concerned. It can be understood that all organizational activities in achieving its mission and goals depend on the people who manage the organization. Therefore, these resources must be managed in such a way that they are efficient and effective in achieving the mission and goals of the organization. Human resource management objectives not only reflect the will of senior management, but must also balance the challenges of the organization, the human resource function and the people affected. Failure to perform this task can damage performance, productivity, profits, and even the survival of the organization or company.

2. METHODS

This research is included in the category of explanatory research, namely research that seeks to explain the causal relationship and test the relationship that occurs between facts between variables based on existing data and processed with certain test tools. The relationship between the variables to be studied is the variable Leadership, Work motivation, Job satisfaction and Employee performance. According to Sugiyono (2017: 6), explanatory research is a research method that intends to explain the position of the variables studied and the influence between one variable and another.

Population is the entire research subject which can be in the form of humans, objects, animals, plants, symptoms of test scores or events as a source of data that has certain characteristics in a study (Hadari Nawawi, 2005 : 141). Furthermore, according to Sugiyono (2021: 80) population is a generalization area consisting of: objects / subjects that have certain qualities and characteristics that are determined by researchers to be studied are all State Civil Apparatus within the East Barito Regency DPRD Secretariat, totaling 31 people. According to Arikunto (2019: 23), namely as purposeful sampling. Sample size is the

The Influence Of Leadership And Work Motivation On The Performance Of State Civil Apparatus Through Job Satisfaction (Study at the East Barito Regency DPRD Secretariat).

Ucok Tigora Limbong, et.al

2254

number of individuals, subjects or elements of the population taken as a sample. Determining the size of the research sample is the most important part that must be done by every researcher who uses the survey method.

The sample is a reflection or description of the population so that if it is wrong to take a sample or the sample size does not meet the requirements, the estimation of population parameters is considered invalid so that it can have an impact on errors in describing and interpreting the description and character of the population. A sample is a subgroup of population elements selected to participate in a study. If the population is large and it is not possible for researchers to study everything in the population, researchers can use samples taken from the population (Sugiyono, 2021: 81). So the sample is a representative part of the population that can representatively generalize the research.

Therefore, Sugiyono (2021: 85) states that saturated sampling is a sampling technique when all members of the population are used as samples. This is done when the population is relatively small, or research that wants to make generalizations with very small errors. Another term for saturated sample is census, where all members of the population are sampled. All members of the population in this study were sampled, namely 31 State Civil Apparatus within the East Barito Regency DPRD Secretariat.

3. RESULTS AND DISCUSSION

The Effect of Leadership on Job Satisfaction at the Secretariat of the East Barito Regency DPRD

Based on the proof of the hypothesis in table 5.18 above, leadership has a positive and significant influence on job satisfaction. This finding is supported by the results of descriptive analysis of leadership variables in table 5.5 that "Leaders are able to make decisions to overcome long-term/strategic problems" there are answers strongly agree of 51.6%, answers agree of 22.6%, neutral answers of 12.9% and answers disagree of 12.9% with a mean value of 3.645 meaning that leadership is effective in making decisions to solve long-term/strategic problems, "Leaders are able to motivate employee work to be willing and willing to maximize their abilities to achieve organizational goals", there are answers strongly agree of 61.3%, answers agree of 16.1%, neutral answers of 3.2% and answers disagree of 19.4% with a mean value of 4.194 which means that leadership is effective because leaders are able to motivate their employees to maximize their abilities, "Leaders can be open and willing to receive and provide information as wisely as possible" there are answers strongly agree of 80.6%, answers agree of 6.5%, neutral answers of 12.9% with a value mean of 4.484 which means that leadership is very effective because leaders can be open and accept and provide information to their employees. "Leaders are able to make others follow their wishes by using the power of office to improve employee performance" there are answers strongly agree of 71%, answers agree of 19.4%, neutral answers of 3.2% and answers disagree of 6.5% with a mean value of 4.484 which means that leadership is very effective because leaders are able to make others follow their wishes by using the power of office to improve employee performance. "Leaders are able to carry out tasks seriously, dare to bear the consequences". there are answers strongly agree of 58.1%, answers agree of 16.1%, neutral answers of 12.9% and answers disagree of 12.9% with a mean value of 3.774 which means that leadership is effective because leaders are able to carry out tasks seriously. "Leaders are able to hold back anger, disappointment, and are able to rise from failure in order to motivate employee work for performance". there are 51.6% strongly agree answers, 22.6% agree answers, 12.9% neutral answers and 12.9% disagree answers with a mean value of 4.871 which means that leadership is effective because the Leader is able to hold back anger, disappointment, and is able to rise from failure.

Then based on the analysis of job satisfaction variables in table 5.7 that I feel happy with the opportunity to learn new things in my job there are 71% strongly agree answers, 16.1% agree answers, 12.9% neutral answers with a mean of 4.581 which means that employees feel very satisfied because of the opportunity to learn new things in my job. "The income I earn can increase work enthusiasm" there are 77.4% strongly agree answers, 19.4% agree answers, 3.2% neutral answers with a mean of 4.742 which means that employees feel very satisfied because the income earned can increase work enthusiasm. "My co-workers can cooperate well in completing the work" there are answers strongly agree of 87.1%, answers agree of 12.9% with a mean of 4.871 which means that employees feel very satisfied because co-workers can be cooperated well. "I get a promotion based on my performance results" there are answers strongly agree of 87.1%, answers agree of 12.9% with a mean of 4.871 which means that employees feel very satisfied because they get a promotion based on performance results. "I feel comfortable working because my superiors pay attention to the conditions of their subordinates" there are answers strongly agree of 87.1%, answers agree of 12.9%. with a mean of 4.871 which means that employees feel very satisfied because they feel comfortable working because their superiors pay attention to the conditions of their subordinates.

The Influence Of Leadership And Work Motivation On The Performance Of State Civil Apparatus Through Job Satisfaction (Study at the East Barito Regency DPRD Secretariat).

Ucok Tigora Limbong, et.al

2255

A relationship can be drawn between Leadership and job satisfaction, where leadership as a form of interactive behavior between leaders and subordinates can affect job satisfaction. Factors that cause high and low job satisfaction due to the pattern of relationships between superiors and subordinates. Very effective leadership is able to motivate subordinates to maximize their abilities, provide encouragement for subordinates who feel their needs are being considered so that it creates a very satisfying feeling for subordinates. In addition, it can be seen that how a leader is in leading greatly affects the Job Satisfaction of all existing employees. This means that every decision taken by the leader regarding all problems that occur can affect employee job satisfaction, then how a leader motivates the work of his subordinates, how open a leader is to be willing to accept every information, both complaints, criticisms and suggestions will affect the job satisfaction of employees. In addition to this, what the leader does both in controlling emotions, influencing his subordinates, and his ability to lead and work to provide guidance to each employee under his leadership can affect job satisfaction. So it can be concluded that a leader who can position himself as a leader and someone who is able to motivate work is someone who can trigger job satisfaction for every employee he leads. Based on the phenomena that exist in the research object, it is known that the leadership has not been able to provide wise direction so that employees feel that the leadership at the Secretariat of the East Barito Regency DPRD is not yet effective, so the results of the study are not in line with this because the results of this study state that leadership is very effective, this can happen because the questionnaire that was distributed could not be understood by the respondents, or respondents who did not read the questionnaire and checked it carelessly.

Hughes (2012:337) in Khairunnisa (2021) states that job satisfaction is related to a person's attitude towards work, and there are several reasons why job satisfaction is an important concept for leaders. Satisfied workers are more likely to stay with the organization. Satisfied workers also tend to engage in organizational behavior that exceeds the stress levels of other members of the organization. Dissatisfied workers tend to be defiant in their relationship with leadership and engage in various counterproductive behaviors. Dissatisfaction is also the main reason someone leaves an organization. The logic above is supported by the results of Khairunnisa's research (2021) which states that Leadership has a positive and significant effect on job satisfaction. The results of this study are in line with research conducted by Khairunnisa (2021) where Leadership has an effect on Job Satisfaction.

4. CONCLUSION

Based on the formulation of the problem and the results of the hypothesis testing that have been obtained, the following conclusions can be drawn: Leadership has a significant effect on the Job Satisfaction of State Civil Apparatus (ASN) at the Secretariat of the DPRD of East Barito Regency. Work motivation has a significant effect on the Job Satisfaction of State Civil Apparatus (ASN) at the Secretariat of the DPRD of East Barito Regency. Leadership has a significant effect on the Performance of State Civil Apparatus (ASN) at the Secretariat of the DPRD of East Barito Regency. Work motivation has a significant effect on the Performance of State Civil Apparatus (ASN) at the Secretariat of the DPRD of East Barito Regency. Job satisfaction has a significant effect on the Performance of State Civil Apparatus (ASN) at the Secretariat of the DPRD of East Barito Regency. Job satisfaction mediates the influence of leadership on the Performance of State Civil Apparatus (ASN) at the Secretariat of the DPRD of East Barito Regency. Job satisfaction mediates the influence of work motivation on the Performance of State Civil Apparatus (ASN) at the Secretariat of the DPRD of East Barito Regency.

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The Influence Of Leadership And Work Motivation On The Performance Of State Civil Apparatus Through Job Satisfaction (Study at the East Barito Regency DPRD Secretariat).

Ucok Tigora Limbong, et.al

2256

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