



The Influence of Organizational Culture, Leadership, And Motivation Towards Job Satisfaction And Performance of Employees In A Work Unit of The Device Area Government Maros

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ABSTRACT:

Purpose: (1) find out and analyze the influence of Leadership against employee job satisfaction, (2) to observe and analyze the influence of organizational culture towards job satisfaction employees, (3) knowing and analyzing the influence of Motivation towards job satisfaction employees, (4) knowing and analyzing the influence of Leadership on performance clerk (5) knowing and analyzing the influence of organizational culture on performance clerk, (6) knowing and analyzing the influence of Motivation on performance clerk (7) find out and analyze leadership against the performance of employees through Employee job satisfaction. (8) knowing and analyzing organizational culture towards the performance of employees through Employee job satisfaction. (9) knowing and analyzing the motivation against the performance of employees through Employee job satisfaction. (10) find out and analyze the influence of job satisfaction against the performance of employees.

The research of using primary data through survey as many as 245 Employees at the Work Unit of the regional Government of the Maros Devices as samples. Research data were analyzed using Structural Equation Modeling programs (SEM). The results of this research indicate that: (1) Leadership can determine employee job satisfaction in the Work units of the device Area Government Maros, (2) organizational culture can determine the job satisfaction in the Work units of the device Area Government Maros, (3) Motivation can determine the job satisfaction in the Work units of the device Area Government Maros, (4) Leadership can not determine the performance of employees in a work unit of the device Area Government Maros, (5) organizational culture can not determine the performance of employees in a work unit of the device Area Government Maros, (6) Motivation can determine the performance of employees in a work unit of the regional Government of the Maros Device, and (7) Leadership has no effect against the performance of employees through employee job satisfaction in the Work units of the device Area Government Maros. (8) the organizational culture does not have an effect on the performance of employees through employee job satisfaction in the Work units of the device Area Government Maros. (9) the motivational effect on the performance of employees through employee job satisfaction in the Work units of the device Area Government Maros. (10) job satisfaction can determine the performance of employees in a work unit of the device Area Government Maros.

Keywords: leadership, organizational culture, motivation, job satisfaction and performance

I. INTRODUCTION

The key Assets that are critical to the development and achievement of the objectives of the Organization the Government is human resources. Man as one part of the organization or company that has the potential, skills and abilities of individuals as a labor force, have the opportunity and the chance to develop it. Therefore, the human being desperately needed by the Organization as a whole.

Leadership can be said as a way of a leader (leader) in directing, encouraging and regulating the whole of the elements in a group or organization to achieve a desired goal resulting in a maximum employee performance. With the increasing performance of employees means the accomplishment of the work of an individual or an employee in realizing the objectives of the organization. The role of leadership is an important

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characteristic in an organization. Changes rapidly, increasingly radical, and in unison, demanding an accountant to have competency in leading the organization.

Organizational culture can be a major competitive advantage in the organizational culture supports the Chief and if organizational culture can straighten out the proper organization of environmental challenges. General organizational culture created or performed by the founders of the organization that set up the topmost or the Organization's pioneering (Hendriastuti and Aryani 2002:47). They have a huge influence in creating an organizational culture that is of course based on the mission and vision of the organization.

Motivation is a State or condition that encourage, induce or moves an employee to do something or he does so he can achieve his goal. Work motivation defined as conditions that evoke the influential, directing and maintaining related behavior incur a work environment. In fact when employees work they carry as well as the desires, needs, past experiences that shape their work expectations. The existence of the motivation is primarily motivated to Excel will encourage someone to develop the knowledge and the ability for the sake of achieving a better work achievement. Usually someone who has strong motivation will have a responsibility to produce a better presatsi. with the motivation of working, hopefully every individual willing to work hard and enthusiastically to achieve a high performance job satisfaction can be created.

Job satisfaction is one of the psychological aspects that influence the behavior of employees in conducting its activities. Job satisfaction is very important to employees because of job satisfaction felt by employees will affect employment and quality of work. Employees who feel happy and satisfied with his work and he will certainly do their job carefully to get the same satisfaction or more so it will be a positive impact against his work. Conversely, if the employees are not happy or satisfied, then he will ignore his work, thus negatively impact his work. Job satisfaction is highly influenced by the person's own personal self as well as the State of the environment he works.

The performance of employees in the organization leads to the ability of employees in carrying out the overall tasks that become his responsibility. These tasks are usually based on indicators of success that it has been set. As a result it is known that one employee entered in certain performance levels. In other words when the performance of the employee (individual performance) good then it's most likely the performance of the Organization (corporate performance) is also good. The performance of the employee or employees would be good if he had expertise (skill), willing to work because salaries, wages and incentives in accordance with the agreement and have hope for a better future.

Good Governance is the most prominent issue in the management of public administration nowadays. Demands repeatedly performed by the community to the Government so that was good governance in line with the increasing public knowledge is accompanied by the presence of the influence of globalization demands openness. Old patterns of organizing the Government not relevant again with public order has changed. Especially after the enactment of Act No. 22 of 1999 on local governance that has been revised into law Number 32 year 2004 and Act No. 25 of 1999 has been revised again became Act No. 33 of 2004 concerning the financial equalization between the Central Government and regions. Act No. 23 of 2014 on local governance.

Improvement and development of human resources through the Work of the regional unit of the device that exists in an organization has an important role in achieving the goal of according the vision and mission of local government. Organization of the Work of the regional unit of the device is a system that consists of several components that have the role of each in accordance with its function. This system involves people working together to achieve the same goal. The Organization of the organization involving various components such as leadership, employees, employees, infrastructure and facilities to other organizations. Each component has the duties and functions of each to realize the objectives of the organization.

Civil servant serves as the elements of the State apparatus responsible for providing service to the community as a professional, honest, just and equitable in implementing the tasks of the State, governance and development (source of Act No. 43 of 1999 regarding Staffing issues). Thus it can be said that CIVIL SERVANTS have a role that is crucial to success in reaching goals, which is key in determining the success of the Government in the exercise of authority.

The unit of Work Device Area Government Maros which is one of the Organization's governing body, the Office and the Office was instrumental in developing, improving the quality of and coordinate all public services in the community at the district level in accordance with the local regulations mandate Maros number: 11 in 2012 about the Organization and the Department of Labor-Office of the regional Government of the scope of the Maros (Maros Area Slabs in 2012 the number 11).

Standard operational procedure (SOP) to be the basic Unit of work in the Service Area of the device to the Maros Government SEGWAY middle level such as the level of Office, Department and Agency should be created and tersosialisasi towards the achievement of optimal performance. Standard Operational Procedure (SOP) is a standard/guidelines which are used for pushing and moving a group to achieve the objectives of the organization.

With reference to the phenomenon of the working Device Units at Regional Government Maros i.e. leadership, organizational culture and motivation towards job satisfaction and performance are applied on Govt Maros SEGWAY Scope can be described as follows:

Table 1.2 of SKPD, number of employees and the Maros

AGENCIES			the number of civil servants	GOLONGAN			
				I	II	III	IV
BADAN	1	Agency Staffing and Training Area	46	-	9	31	6
	2	The Regional Development Planning Board	44	-	7	31	6
	3	The Agency's Financial Management Area	77	4	15	56	2
	4	The Agency for the environment, hygiene and Landscaping	113	28	46	36	3
	5	Regional Disaster Management Agency	33	-	4	25	4
	6	The body of the population and family planning	226	3	132	59	32
	7	The implementing agency for the extension and food security	161	-	28	85	48
	8	Agency for community empowerment, Pemdesa and Wards	81	5	38	34	4
	9	The body of the unity of the nation and politics	25	-	3	16	6
DINAS	1	Civil registration and administrative service of population	43	-	13	25	5
	2	Revenue Service Area	112	5	65	36	6
	3	Department of fisheries, animal husbandry and marine	95	1	31	57	6
	4	Office of Youth Sports and Art	44	-	18	19	7
	5	Department of cooperatives, industry and trade	60	3	14	35	8
	6	Department of Health	69	-	14	43	12
	7	Office culture and Tourism	88	5	42	35	6
	8	Department of Agriculture	58	-	6	41	11
	9	Forestry and Plantations	70	1	18	44	7
	10	Office of public works	129	3	59	61	6
	11	Office of Education	135	-	13	49	73
	12	Department of Transport	85	2	40	38	5
	13	Department of mines and Energy	63	-	24	34	5
	14	Office of Spatial and Social Housing	72	-	29	38	5
	15	Department of manpower and transmigration	53	1	17	28	7
KANTOR	1	Ministry Office one door Integrated and investment	29	1	8	19	1
	2	Office communication and information	14	1	4	8	1
	3	Office Library and Archives Area	26	-	2	23	1
JUMLAH	27	SKPD Kabupaten Maros	2.051	63	699	1.006	283

Source: the Agency's staffing and Training Area June 2016.

The unit of Work Device Area Government leadership structures Maros in managing Employees, within the existing leadership structure at the district level which include: the Head Office of the Agency, and the Office (Echelon II), the Secretariat of the Agency, and the Office of the Department he supervises several Sub sections. Employees in the Work Unit Device scope Government Maros is a picture of the number of employees that includes the post, The level of education and the workplace. Echelon or Structural position is the kind of position that is expressly contained in the organizational structure. The position of the structural position of terraced houses ranging from the lowest level, namely Echelon IV-B up to the highest echelon II-A. Based on the structure of the Office, then the number of structural position at the District Government Office, as much as Maros 1,007 consisting of Echelon II-A = 1, B = 35 II, III-A, III-63 = B = 113, IV-A = 537, and IV-B = 248. From 1,007 structural position filled in as many as 907 new position, including the position of structural and functional Office. (Source Book Profiles Government Maros BKDD 2014).

The shift of this organization must be a Auth managed well by Top Leadership when it is less attention then their impact will be widespread among officials of Echelon and will cause terhambatnya the

achievement of basic tasks, functions and the serious Work Device Units on the area. This brings consequences that any leadership obligation gives an earnest attention to build, move, redirect all potential employees/employees in order to be the materialized volume and workload was routed on purpose (m. Thoha, 2001). The leadership needs to do construction in earnest against employees in order to give rise to satisfaction and organizational commitment there ultimately can improve the performance. The volume of the load performance of a work unit of Employees of the regional Government of the Maros Devices from 2011-2015 can be described as follows:

Table 1.3. The volume of the workload of Employees the working units of the regional Government of the Maros Devices in 2011-2015

Years	Volume Load Performance	Frequency
2011	Work achievement, Tenacity and endurance, discipline, Cooperation, caring and safety, responsibility, initiative and Creativity/Professionalism	
2012	Work achievement, Tenacity and endurance, discipline, Cooperation, caring and safety, responsibility, initiative and Creativity/Professionalism	
2013	Work achievement, Tenacity and endurance, discipline, Cooperation, caring and safety, responsibility, initiative and Creativity/Professionalism	
2014	Work achievement, Tenacity and endurance, discipline, Cooperation, caring and safety, responsibility, initiative and Creativity/Professionalism	
2015	Work achievement, Tenacity and endurance, discipline, Cooperation, caring and safety, responsibility, initiative and Creativity/Professionalism	

Source: developed for this dissertation, 2016

Given the importance of the issue, and for addressing the conditions above, thus the phenomenon which aspects influenced the research is like to look at factors that affect performance in General and see the influence of direct or indirect leadership, organizational culture, and motivations toward Employees job satisfaction in the work Unit (SKPD) area of Devices the Government Maros ", as well as its impact on the performance of employees in a work unit of the device Area Maros.

See the phenomenon then it needs to be examined the issue of the leadership of the Clerk within the scope of the work units of the device Area for Maros leadership can affect satisfaction and organizational commitment, which in turn can have an impact on the performance of employees. Leadership is an important factor in the progress of an organization. Based on the description of the background of the problem with these problems, then the research questions of concern in this study are as follows: 1. what Leadership influence on job satisfaction employees? 2. what organizational culture affects job satisfaction employees? 3. What does Motivation affect job satisfaction employees? 4. What affects Employee Performance Leadership? 5. is organizational culture influence on performance of employees? 6. does Motivation affect performance of employees? 7. what Leadership influence on the performance of Employees through job satisfaction Employees? 8. do Organizational culture influence on performance of Employees through job satisfaction Employees? 9. is berpengaruh Motivation on performance through Employee job satisfaction Employees? 10. is job satisfaction influence on Employee Performance?

II. LITERATURE REVIEW and HYPOTHESIS TESTING

In this study there are six variables are observed i.e. consists of three variables are exogenous and endogenous variables in two. Exogenous variables in this study consists of the leadership, organizational culture, motivation. While the endogenous variables in the form of variables between i.e. job satisfaction and employee performance that is bound to a variable.

Leadership is a pattern of behavior that is exhibited by that person at the time influenced the activity of others are perceived as others. Leadership meant in this sense is the perception of other people, followers or subordinates who'd influenced his behaviour rather than the perception of a leader itself. This variable was measured with 1) Direction; The head of the unit of Work Device area (SKPD) gives a clear direction and can be understood by the employee in performing the work, 2) communications; as a way performed by the head of the unit of Work Device area (SKPD) is in the process of work so that employees cooperates 3) decision-making; The head of the unit of Work Devices authorized Area and responsibility in decision-making to his

officers in completing the job. Organizational culture is the way employees work on everything with reference to the values and beliefs of joint (collective). As for the dimensions of organizational culture as measured in this study are 1) innovation and taking risks, 2) attention to detail (precision), 3) 4) results orientation the orientation of human organization, 5) team 6) keagresifan, 7) stability.

Work motivation is working patterns sinerjik where each employee based on their opinions, beliefs and desires will hope they have. Further external factors affecting motivation could include among others 1) a fun work environment, 2) compensation, 3) merits will feat. Job satisfaction is a practical concept or theory is very important, as is the impact or results of keefektivan performance and success in their work. Low job satisfaction on the Organization was arrangements of decreased performance, increased attendance, and moral decline of the organization. This variable is measured with indicators according to (Celluci and David (1978) as follows: 1) satisfaction with salary, 2) satisfaction with promotion. 3) satisfaction with co-worker 4) satisfaction with the supervisor and 5) satisfaction with the work itself.

Performance or achievements work is often called "the work other than in quality or quantity is achieved by a worker in the performance of his duties in accordance with the responsibilities given to him" with another word that performance (performance) is a note out come is generated from the function of a job or a certain activity for a period of time. This variable is measured with indicators according to Tsui et al (1997) as follows: 1) the level of the quality of the work, 2) level of tenacity and endurance work, 3) discipline and attendance Level 4) levels of collaboration between co-workers, 5) level of concern will be safety, 6) level of responsibility will be the results of his work, 7) level of initiative/creativity and Professional Level work) 8.

With reference to the conceptual framework has been elaborated above, compiled a hypothesis as a guiding research as follows: 1) Leadership influence on employee job satisfaction, 2) organizational culture influence on employee job satisfaction, 3) Motivation affects employee job satisfaction, 4) Leadership influence on employee performance. 5) organizational culture affect the performance of the employees of the .6) effect on performance Motivation employees .7) Leadership influence on Employee Performance through Employee job satisfaction .8) organizational culture influence on performance of Employees through Employee job satisfaction affects Motivation) .9 the performance of Employees through Employee job satisfaction job satisfaction influence on employee performance.

III. RESEARCH METHODS

The research was descriptive and berifikatif are aiming to obtain the description of the variable characteristics of leadership, organizational culture, motivation, job satisfaction and job performance of the employees of the Regional Education Service Maros. The nature of the research of verifikatif, basically wants to test the truth of a hypothesis which is implemented through data collection in the field. In this research will be tested whether there was significant influence between factors of leadership, organizational culture, motivation, job satisfaction and job performance of employees in a work Unit (SKPD) Area Device Maros. Thus, the research methods used are descriptive survey method and explanatory survey. Information from most of the population (sample of respondents) are collected directly at the scene of the empirical basis, with the purpose to find out the opinions of most of the population (a sample) of the object being studied. In accordance with the outline of the problem and research objectives that have been formulated previously, then this study use pattern of empirical research (level of explanation), namely peneltian which aims to explain the position of the variables examined as well as the relationships between variables with other variables.

The location of the research carried out on the units of the device Work area (SKPD) the Maros in carrying out day-to-day activities at each SEGWAY referred to is on the Agency, and the Office of the scope of the Maros. The type of data in this study consists of primary and secondary data. Primary data, namely data obtained from the results of observation, dissemination of questionnaires and interviews. Secondary data i.e. data obtained at the Agency, Office and the Office of the scope of the Maros. Source data obtained from Parties related to this research. The party in question is the leader at the Agency, and the Office of the scope of the Maros in obtaining a variety of information that support the completeness of the data. Data collection techniques (instruments) used are observation, interview, questionnaire and documentation.

Poulasi in this study are all the employees in the Work unit of the device Area Government Maros. Withdrawal of samples is done with the goal of keeping aspects of the representation of the entire scope of Work units of employees of regional Government Maros Devices more accurately. Determination of the sample in this study using a purposive sampling method that is, determination of sample is implemented by setting specific standards. Using random sampling techniques berstrata (stratified random sampling) who noticed strata (level) and grouped in tiers-specific level, in this case is the degree of the civil servant (PNS) then the total sample in this research are a number of (n = 245) employees. Data analysis techniques used in explaining the phenomenon in this research is descriptive statistics analysis techniques and analysis of Structural Equation Modeling (SEM).