

## **Linking leadership style, organizational culture, motivation and competence on civil servants performance. The mediating role of job satisfaction**

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**ABSTRACT :** *This research aims to analyze empirically the influence of leadership style, organizational culture, motivation, and competencies on civil servants performance in mediation is job satisfaction. The design of this research using survey method with the collection of the data in cross-section through the questionnaire. Determination of a sample using simple random sampling with the total number of respondents as much as 265 employees. Methods of analysis of data used in hypothesis testing are the analysis moments of structures. This research provide evidence that leadership style, organizational culture and competence of a positive and significant effect on the job satisfaction, while the negative effect of motivation but Significantly to job satisfaction. Then the leadership style and organizational culture is positive but not significant effect on civil servants performance and motivation as well as competence and job satisfaction the positive and significant effect on the civil servants performance. Job satisfaction is not as mediating variable in explaining the effect of leadership styles and organizational culture on the civil servants performance, while on the other mediation of job satisfaction testing proved to be a full mediation in analyzing the effect of motivation and competencies on the civil servants performance.*

**KEYWORDS -** *Leadership style, organizational culture, motivation, competence, job satisfaction, civil servants performance*

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### **I. INTRODUCTION**

The utilization of human resources as the authorized capital must be followed by the development and renewal of the capabilities and expertise possessed every personnel of the organization being able to respond and be sensitive to the direction of the changes that occur. Member organizations must support the occurrence of renewal of the organization. In general literature is focusing to six external factors that determine the work achievement employees, these determinants are the environment, behavior management or leadership, positions design, performance assessment, feedback, and wage administration (Rao, 1996:89).

Empirical evidence suggests that factors leadership style, organizational culture, motivation and job satisfaction are essential affect the performance servants in an organization. There are two underlying reasons in the face of competition and maintain its resources advantages, namely: (1) leadership style, organizational culture, motivation and job satisfaction can support employee performance and organizational success; (2) achieve success through employee motivation requires changes in the way we view servants humanely (process diagnosis). Human resources as a source of excellence strategic need to be empowered, not restricted the scope of its activities (Preffer, 1996: 15), that the factors that influence the behaviour of the employee's work, consisting of individual factors and factors sourced from outside themselves, such as personnel motivation, organizational culture, style or behaviour of the leaders (Porter & Lawler, 1974).

Other studies prove that leadership and significant negative effect on performance of banking employees (Natsir, 2004). Organizational culture and motivations will be positive effect and significant on job satisfaction, leadership significant negative effect on job satisfaction; organizational culture positive and significant effect on job satisfaction and performance; motivation positive effect on performance but not significant; leadership significant and positive effect on performance; job satisfaction significantly influence employee performance (Brahmasari & Suprayetno, 2008). Based on the observations found that the performance of Bantaeng government proportional has not shown maximum results, this implies some local government agency (SKPD) that still have not been able to show the specified performance standards. In the performance of Bantaeng Government infrastructure increase significantly but it only impacted positively on local governments, but essentially no effect on the performance of the employee satisfaction, increasing human resources access largely determined by the availability and performance of the facilities supported by the leadership skills, the value of a high work ethic, organizational skills and work ethic and adequate competence will spur increased acceleration performance of the Bantaeng Government.

## II. LITERATURE REVIEW

### 2.1. Leadership Style

Leadership style is a way used by a leader in influencing the behavior of others. Of this style can be beneficial for use as a leader in lead subordinates or followers. Leadership style is the norm of behaviour used by someone the leader at the time of trying to influence the behavior of others or subordinates. A leader cannot use the same leadership style in the lead, but should be adapted to the characters skill level in the task of each of his retainers. An effective leader in applying a particular style in leadership must first understand who his subordinate, understand the strengths and weaknesses of his retainers, and understand how to harness the power of a subordinate to offset the weaknesses they have. The term style is the way that used lead in influencing their followers (Thoha, 2001:98).

The role of a leader is needed; effective leadership can help organizations to survive in a situation of uncertainty in the future (Katz & Khan, 1978; Mowday *et al.*, 1982). In carrying out the duties of the leader has three basic patterns of leadership style that is concerned with the execution of the tasks, which is concerned with the relationship of cooperation, and that concerned with results that can be achieved (Veithzal, 2004). Leadership style describes a consistent combination of philosophy, skills, traits and attitudes that underlie the behavior of a person. Leadership style indicates directly or indirectly, about the confidence of a leader against his ability. This means that leadership style is the behavior and strategies, as a result of a combination of philosophy, skills, traits, attitude, which is often applied to a leader when he tried to influence the performance of his subordinates (Rivai, 2004). A leadership style can vary depending on the quantity and quality of his followers, the situation as well as the culture of social systems (Lewin, 2013:352).

Measurement of leadership style in this study developed a leadership style is reflected through the measurement; delegative, supportive, participative, directive, telling and affiliative style (Tannenbaum & Schmidt, 1998). The better leadership style, the higher job satisfaction and employee performance. Empirical evidence shows that leadership style has positive influence on job satisfaction (McNesse-Smith, 1996; Lok & Crawford, 2004; Sutono & Budiman, 2009). The fact is different from the findings that prove that the leadership style negative effect on job satisfaction (Brahmasari & Suprayetno, 2008). Past research provides evidence that the leadership style significantly influence individual performance (McNesse-Smith, 1996; Natsir, 2004; Brahmasari & Suprayetno 2008; Alimuddin, 2002: 13). The findings of other researchers to obtain rebuttal that the leadership style does not significantly on individual performance (Arief, 2011).

### 2.2. Organizational culture

The concept of organizational culture is considered one of the most interesting topics and difficult to grasp by researchers of management (Harris & Ogbonna, 2002), in other words that the previous research which has much better analyzing the central role of cultural organizations because it is believed that social characteristics contained in the culture of the Organization became the main determinant of organizational, group and individual behavior (Hartnell *et al.*, 2011). Organizational culture is a complex phenomenon that forms the daily life of the Organization and that has a lot of difference in defined it (Barney, 1986). Organizational culture is defined as a system or public and collective meanings that apply to a particular group in a specific time (Pettigrew, 1979). Organizational culture refers to a complex of a set of values, beliefs, assumptions, as well as symbols that define the way in which a company does business (Barney, 1986), while other assumptions looked at organizational culture as a behavioural pattern that forms a durable example of where the ideas and images can be transferred from one generation to another, or from one group to another group (Haggett, 1975). Thus the organizational culture can be summed up as an attempt to influence individuals to draw conclusions from their observations, assuming that the withdrawal of that conclusion is done when the individual has factual knowledge about the way they behave in (Schneider & Rentsch, 1988).

Earlier researchers explain that the term culture refers to the Organization's core values and norms that have an impact on different variables in an organizational setting (Gregory *et al.*, 2009; Flamholtz, 2001). Previous researches on organizational culture affect the Organization in two ways. First, it may affect the choice of the company's results and achievements against both, as a means to achieve those results, including organizational structure process (Moorman, 1995) organizational culture act as a cognitive map and provides mechanisms, norms and values of the organization that members of the Organization must follow and internalize a culture that exists within its organization so as to affect the way in which individual thinking, either consciously or not in making decisions and they feel the need to Act (Lok & Crawford, 2004).

The measurement of organizational culture in the study developed a measurement of organizational culture are reflected; Professionalism, trust, integrity, innovative, Results Orientation and the orientation team (Robbins, 1999). The better the culture of the Organization, the higher the job satisfaction and individuals' performance. Empirical evidence shows that organizational culture positive and significant effect on job satisfaction (Setya Budi, 2008; Brahmasari & Suprayetno, 2008). Other causality based on findings of earlier researchers provides evidence that organizational culture a significant effect on individual performance (Setya

Budi, 2008; Brahmasari & Suprayetno, 2008). The rebuttal of the findings of other researchers, that organizational culture does not significantly affect the employee performance (Arief, 2011).

### **2.3. Work Motivation**

Work motivation is the willingness of individuals to carry out high-effort to achieve organizational goals, which are conditioned by the ability of the effort to meet the needs of a particular individual in accordance with the results of the work (performance) (Robbins, 1999:50). Work motivation is essentially a mental condition that encourages the individual to perform an action (action or activities) and provide the power that leads to the attainment of the needs, give satisfaction or reduce the inefficient provision. There are three main components in motivating, namely: (1) the need, the need to occur if individuals feel there is an imbalance between what they have and they expect, (2) encouragement, encouragement is the mental strength to perform activities in meeting expectations. The urge is a mental strength-oriented fulfilment of hope or goal achievement. Boost goal-oriented is the core motivation, (3) goal, the goal is to be achieved by the individual, and that goal when the core function of directing the behavior of individuals. Measurement of work motivation in this research to develop measurements that are mirrored through; the desire of top achievers, power, affiliate, Getting praise, and awards, as well as Self-actualization (Robbins, 1999).

The higher work motivation, higher job satisfaction and employee performance. Empirical evidence suggests that the motivation of working effect significantly to job satisfaction (Brahmasari & Suprayetno, 2008; Sutono & Budiman, 2009; Arief, 2011). Other facts prove that the motivation of working effect significantly to individual performance (Sutono & Budiman, 2009). The findings got a rebuttal from other researchers, that the positive effect of work motivation on performance but not significant (Brahmasari & Agus Suprayetno, 2008; Arief, 2011).

### **2.4. The competence**

Competence is the unique traits of each individual expressed in the process of interaction with others in a social context, so there is limited knowledge and specific skills or performance standards expected and the behavior shown, so competencies include attitudes, perceptions and emotions as well as the emphasis on personal and social interaction factor (Antonacopoulou & Gerald, 1996). Based on grades, competence can be demonstrated by: (1) skill is the ability to perform a task properly, (2) knowledge that is owned by someone to a special field, (3) self-concept, is the attitude and values that belong to someone and popularized in the Organization, (4) self Image, view the individual person against himself, (5) trait, enduring characteristic of someone who makes people to behave (6) the motive, impetus is owned by a person to act and behave. This research develop competency measurements reflected; knowledge, skills, attitudes and behaviours, beliefs and values, intellectual ability, and experience (Rivai & Sagala, 2010). Each individual owned proficiency is determined by the level of skill that is practiced. The journey of life is essentially an appreciation about the experience of facing the future orientation of the individual and very determined work progress (Hasibuan, 2005:19). The higher the competence, the higher the satisfaction and employee performance. Empirical studies provide evidence that positive and significant influential competencies against job satisfaction employees (Dhermawan *et al.*, 2012; Iskandar & Juhana, 2014) other studies show that a significant effect on performance competence of individuals (Latham, 2003). The different findings provide evidence that competence does not significantly affect the employee performance (Dhermawan *et al.*, 2012).

### **2.5. Job satisfaction and performance**

Job satisfaction refers to the general attitude of an individual towards his work, so someone with a high level of job satisfaction will show a positive attitude towards his work, otherwise if someone is dissatisfied with her job will show a negative attitude towards her job (Robbins, 2006:102). The view of other States that job satisfaction is a pleasant emotional attitude and loves his job. This attitude is reflected by the working morale, discipline and work achievement. Enjoy job satisfaction in the work, out of work and the combination of the two. Job satisfaction in the job is job satisfaction enjoyed in the work with earn praise towards work, placements, treatment, equipment and a good working environment. Job satisfaction outside employment form of the magnitude of the retribution that would be acquired. Job satisfaction is a balanced emotional attitude between retribution with the execution of her work (Luthans, 2002). This research developed the measurement job satisfaction that is reflected through; co-workers, compensation, carrier, supervision, operation procedures, nature of work (Celluci & David, 1978; Robbins, 2006).

Individual performance is an expression of the intervention skills; proficiency and expertise in order to increase productivity can be measured and assessed (Benett Silalahi, 2004). View more on performance or the human output can be measured from productivity, absence, turnover, citizenship and satisfaction (Robbins, 2007), also called on individual performance with job performance, work outcomes, task performance (Baron *et al.*, 1990). Individual performance is the quality and quantity of the achievement of the tasks, whether

committed by individuals, groups or companies (Clugston *et al.*, 2000), or in other words performance is the level the extent to which individuals can perform his job (level of performance) (Baron *et al.*, 1990). Based on the literature found that there are two types of performance, namely the performance of in-role and extra-role (Brief & Motowidlo, 1986; Williams & Anderson, 1991). In-role performance refers to the Act of the employee to meet the requirements based on job description, while extra-role performance refers to actions outside the terms of the formal role and behavior of employees' policy (Williams & Anderson, 1991). Research shows that the participatory management practices such as open communication and participatory leadership style will be positively related to higher levels of performance on both forms of performance, both in-role as well as extra-role. Those individuals who have high performance because the culture of the organization is good, high competence, owned by individuals, leadership support and high motivation of Organization (George & Brief, 1992). Individual performance measurement in the study developed a performance measurement reflected individual; Knowledge of employment, quality of work, and cooperative teamwork, corporate responsibility, responsiveness, and accountability (Tsui *et al.*, 1997). The higher the job satisfaction, the higher the performance of employees. Empirical evidence suggests that job satisfaction is high significant effect on employee performance improvements to the high-way (Ostroff, 1992; Brahmasari & Suprayetno, 2008).

### **III. RESEARCH METHOD AND VARIABLES RESULT**

This research is an explanatory research. The population in this study are civil servants in the Bantaeng District Government, totalling 4867 servants. The sampling technique is done by using a stratified random sample through Slovin formulation (Uma Sekaran, 2003: 89), in order to obtain a sample of 370 respondents. With a return rate of questionnaires a number of 71.62%, so the overall questionnaire used for analysis only 265.

#### **3.1. Leadership styles effect on job satisfaction**

Causality between the variables can be proven by the component values of the regression weight estimate of 0.436 with positive direction. Influence coefficient marked positive, meaning that a good leadership style tended to increase employee job satisfaction. In addition it can be evidenced by the value of the critical ratio =  $4.465 > 2.00$  and probability values of  $0,000 < \alpha = 0,05$ . The test results proved that the leadership style of the positive and significant effect against employee job satisfaction in Bantaeng. The statement meant that the leadership style that either provide a tangible influence against employee job satisfaction. The value of the component regression weight estimate with the positive direction is caused because employees feel that their leadership is leadership that is willing to hear complaints, barriers and the desire of employees in the process of execution of the work.

The empirical evidence shows that leadership style based on employee responses are in the good category represented by the mean value of the indicator variable is the leadership style of 4.15 (well and leads to very good), so it can be stated that based on employee feedback, the leadership they had shown the style or type of good leadership even leads to a style of leadership which is very good. The leadership style that either give real effect to increased employee job satisfaction. Other factors are the cause of positive influence that caused the leadership style towards job satisfaction is that employees feel any strong desire from the leadership to the task as difficult as anything with the employees by not placing itself as the leadership above his subordinates (employees). The results of this study supports the theory of individual performance, that the creation of a high job satisfaction due to good leadership styles (ability), that performance is a function of ability, effort and support that can be described as the ability-A, x the effort-E x support-S, i.e.  $\text{performance} = P (A \times E \times S)$  (Mathis & Jackson, 2006:113). The results of this study support previous research findings, that the leadership style of influential real (significant) towards job satisfaction (McNesse-Smith, 1996; Lok & Crawford, 2004:76; Arief, 2011). Then rejected the findings of other researchers that the leadership style is negatively effect on job satisfaction (Brahmasari & Suprayetno, 2008).

#### **3.2. Organizational culture effect on job satisfaction**

The influence between the variables can be proven by the component values of the regression weight estimate of 0.345 with positive direction. Effect coefficient marked positive meaning that the organizational culture reflected through professionalism, trust, integrity, innovative, results orientation and the orientation team/a good aggressive tend to increase employee job satisfaction towards the high. In addition it can be evidenced by the value of the critical =  $2,397 > 2,00$  and the probability values of  $0,017 < \alpha = 0,05$ . The test results proved positive and influential organization culture significantly to employee job satisfaction in the local Government District 1900. The statement meant that the organizational culture of the good positive direction and real/significantly to increase employee job satisfaction. The value of the component regression weight estimate with positive direction in explaining the influence of organizational culture towards job satisfaction due to the high value of the average employee in the response represents the culture of the Organization, with a



mean value of 4.21. The results of this study support the findings of previous researchers that the organizational culture positive and significant effect on job satisfaction (Brahmasari & Suprayetno, 2008; Arief, 2011).

### **3.3. Work motivation effect on job satisfaction**

The influence of work motivation on job satisfaction can be evidenced by the component values of the regression weight estimate of negative directions -0,343. Influence coefficient of an marked negative or opposite meaning that the work motivation is reflected through the motivation of overachievers, power, affiliate, getting praise, and awards, as well as self-actualization which is an indicator of high working motivation, resulting in a decline towards job satisfaction are characterized with co-workers, compensation, carrier, supervision, operation procedures, and the nature of work as a representation of job satisfaction. Besides, it can also be evidenced by the value of the critical ratio  $= -2.863 > 2,00$  and the probability values of  $0,004 < \alpha = 0,05$ . The test results proved that the negative effect of work motivation but significantly to civil servants satisfaction in Bantaeng.

Based on these results, it can be concluded that the higher motivation of working demonstrated by the desire of top achievers, power, affiliate, Getting praise, and recognition and Self-actualization, then the real impact against the low level of satisfaction against the co-worker, compensation, career satisfaction towards the control of the leadership to subordinate (Supervision), satisfaction towards the implementation of the work procedure/surgical procedure and satisfaction against the nature of the work (Nature of work) as a representation of job satisfaction. It can be concluded the changes increased the motivation of working and makes a positive and real/significantly to decrease job satisfaction so that it can be supported by empirical facts. The value of the component regression weight estimate with a negative direction occurs due to the low professionalism of employees in the work, such as that found in the everyday work activities that employees often consider that without the contribution from himself, the job can be completed and the quality of the work is often done the correction by related parties and this condition is done over and over again. These conditions resulted in the employees always don't have enough self-confidence to work so that an easy job feels difficult to solve because their employees can always hope the instructions and directives of the leadership in each of the completion of the work. This research supports findings the findings of earlier researchers that the work motivation affects significantly to job satisfaction (Brahmasari & Suprayetno, 2008; Arief, 2011).

### **3.4. Competence effect on job satisfaction**

The influence of employee competencies against job satisfaction can be evidenced by the value of the component regression Weights estimate registration -0,223 with positive direction. Influence coefficient marked positive meaning that the competence of employees is mirrored through knowledge, skills, attitudes and behaviours, beliefs and values, intellectual ability, and experience high tend to increase employee job satisfaction towards the high. It can also be evidenced by the value of the critical ratio  $= 2.00 > 2.232$  and the probability values of  $0,026 < \alpha = 0,05$ . The test results prove positive and significant influential competencies against civil servants satisfaction at the Bantaeng local government. Those results can be concluded that an increase in the positive direction of high competence and real to increased job satisfaction employees toward high.

The value of standardized regression weight estimate of 0.223 with a positive direction is because employees have a high confidence in the work and have a good relationship among fellow employees as well as employees have compatibility careful with the tasks assigned to him as an employee who later become a trigger factor increasing the ability of employees to work and perform his duties in accordance policies, and procedures and rules that apply within the scope of Banteng government. The results of this research line studies the earlier evidence that a positive and significant affect competence to increased employee job satisfaction (Dhermawan *et al.*, 2012; Iskandar & Juhana, 2014). Furthermore this research supports a statement stating that changes the paradigm. Before the era of regional autonomy, officials generally are seen as a physical asset, namely the view that focuses on issues of formation and filling of the formation. Furthermore, this study supports the notion that states that a paradigm shift. Before the era of regional autonomy, employees are generally regarded as a physical asset, which is a view that focuses on the issue of formation and replenishment formation. When this has been a paradigm shift towards knowledgeable employees. Even employees already tend to compete in the areas of knowledge based competitors. (Mangkunegara, 2002: 67).

### **3.5. Leadership styles effect on job satisfaction**

The effect of leadership styles on civil servants performance can be evidenced by the component values of the regression weight estimate of 0.076 with positive direction. Influence coefficient marked positive means that good leadership style tends to be improving the performance of employees toward high. Then it can be evidenced by the value of the critical ratio  $= 0.989 > 2.00$  and the probability values of  $0,323 < \alpha = 0,05$ . This result proves that the leadership style of positive but not significant effect on civil servants performance in Bantaeng local government. That means that improved leadership style is good positive direction but not

markedly improved performance against a high officer. The value of the component regression weight estimate of 0.076 with positive direction and probability and value of  $0,323 < \alpha = 0,05$ , occurred because the leadership has not taken a coordinating well with employees in solving work so the impact against the inability of the employee to do the job in detail, accurate, meticulous, and conscientious about work.

The results of this research line statement stating that the quality of leaders is often regarded as the most important factor in the success or failure of the Organization (Bass & Stogdill, 1990). Empirically the study supports previous studies, that the style of leadership is not real its influence on employee performance (Arief, 2011). Then refuse other study results that the influential leadership significantly to the civil servants performance (McNesse-Smith, 1996; Natsir, 2004; Brahmasari & Suprayetno, 2008).

### **3.6. Organizational culture effect on civil servants performance**

Causality between the variables can be proven by the component values of the regression weight estimate of 0.140 with positive direction. Influence coefficient marked positive meaning that the culture of the organization is good, resulting in a high employee performance has increased. The results can also be evidenced by the value of the critical ratio =  $1.236 > 2.00$  and the probability values of  $0,216 < \alpha = 0,05$ . The results prove that increased organizational culture a good positive direction and not real against a high improvement of civil servants performance. The value of the component regression weight estimate of 0.140 with positive direction and probability values of  $0,216 < \alpha = 0,05$ , occur because the employee in performing his job has not performed it well, that the employee has not shed any ability he has so impacted against the low ability of employees in understanding job duties and responsibilities as well as the low employee knowledge against the regulations, procedures and expertise in work.

The results of this research line statement stating that performance is not only influenced by ability and motivation but also strongly influenced by the situation of the working environment. Organizational culture can be felt its presence through the behavior of employees within the Organization itself. It is apparent from the patterns and ways of thinking, feeling, and guide employees in taking decisions as well as other activities in the organization. Therefore, the organizational culture will affect both individual and group behavior in organizations, as well as influential to the achievements of the individual, and together will have an effect on whether or not the effective achievement of the objectives of an organization (Blumberg & Pringle, 1982). Empirically the study supports previous studies that organizational culture does not manifest its influence on the individual performance (Arief, 2011). Then rejected the findings of other researchers, that the organizational culture significant effect on individual performance (Setya Budi, 2008; Brahmasari & Suprayetno, 2008).

### **3.7. Work motivation effect on civil servants performance**

Causality between the variables can be proven by the component values of the regression weight estimate of 0.076 with positive direction. Influence coefficient marked positive means that good leadership style tends to be improving the civil servants performance. Then it can be evidenced by the value of the critical ratio =  $0.989 > 2.00$  and the probability values of  $0,323 < \alpha = 0,05$ . This result proves that the leadership style of positive but not significant effect on civil servants performance. This means that increased leadership style is good positive direction but not real its influence on employee performance improvement of high Cause factor did not in fact (no significance) influence the motivation of working against the performance of the employees, caused due to the lack of the ability to coordinate with the leadership of employees (subordinates) in completing/solve all problems occurred so as to affect the low employee wishes to show attention to detail, careful, accurate, and thorough in completing all the work which is a duty and responsibility, that the quality of the resulting work belongs to low because employees done in a random and is not coupled with the completion of the work of professional employees or employees who work with meticulous, detail, careful and accurate.

The results of this study support the statement, that there are three main factors that can affect a person's motivations; compensation, rewards and working environment or an organization, the most efficient way to do repetitive work and motivate employees are the intensification of wages, that the more a person's job, then the greater the salary he received (Sujak, 1990:249). Then support the study results, that motivation has a positive influence on performance but not significant (Brahmasari & Suprayetno, 2008; Arief, 2011), subsequently rejected the results of a study of the other, that the motivation of working effect is significant in improving the performance of employees (Sutono & Budiman, 2009; Latham, 2003).

### **3.8. Competencies effect on civil servants performance**

Competencies effect on civil servants performance, it can be proved by the component values of the regression of weights estimate 0.370 with positive direction. Influence coefficient marked positive meaning that high employee competencies can improve employee performance tend toward high. Then it can be evidenced by the value of the critical ratio =  $4.044 > 2.00$  and probability values of  $0,000 < \alpha = 0,05$ . These results prove that the competence has positive and significant effect on civil servants performance. This means that increased civil

servants competencies and positive and real performance. Cause factor in fact (significance) competence influence on civil servants performance, caused due to high civil servants confidence and the creation of good working relationships between fellow officers and compliance officers of the heart with the duties charged to himself so that his good ability affect employees in identifying everything that a priority of the work and the ability of officers in recognizing the needs of the community.

The results of this study supports theory of self development cycle, that every developing human resources and advanced, not in spite of the existence of three interrelated elements i.e. the elements of education, skills and work experience, based on the results of the assessment of the Bantaeng Government performance of 2013-2014 on point targets, namely increasing the quality, quantity and capacity of human resources through improved education and utilization of information and communication technology to the value of 97.26% (Bantaeng Government results performance measurement, 2013). This research empirically supports previous study results, that influential real competence in improving civil servants performance (Latham, 2003). Then rejected the findings of other researchers, that competence does not significantly affect the civil servants performance (Dhermawan *et al.*, 2012).

### **3.9. Job satisfaction effect on civil servants performance**

Causality between the variables can be proven by the component values of the regression weight estimate of 0.332 with the positive direction. Influence coefficient marked positive meaning that high job satisfaction tends to be improving the performance of employees toward high. Then it can be evidenced by the value of the critical ratio =  $3.436 > 2.00$  and probability values of  $0,000 < \alpha = 0,05$ . These results prove that employee job satisfaction the positive and significant effect on civil servants performance. This means that increased job satisfaction and positive and real civil servants performance. Cause factor in fact (significance) the influence of job satisfaction on performance, caused due to high civil servants understanding and knowledge against a policy that is in effect as well as the high degree of understanding and knowledge of employees against the procedures and rules applicable to the Bantaeng Government so as to affect the ability of the employees of the undertakings and the achievement of the work is done transparently.

The results of this study support the view of the social group that civil servants satisfaction is not dependent upon fulfilment of the needs of the course, but relies heavily on the views and opinions of the group by the officers considered as the reference group (Mangkunegara, 2002). Empirically the results of this study support the findings of previous researchers that the influential high job satisfaction significantly to civil servants performance improvement into high-way (Ostroff, 1992; Brahmasari & Suprayetno, 2008).

### **3.10. Linking leadership style on civil servants performance. The mediating role of job satisfaction**

The results of the processing of data showed that the value of the line coefficient (a) significant leadership styles affect job satisfaction with the value of the probability of  $0,000 < \alpha = 0,05$ , (b) job satisfaction significantly affect the civil servants performance with the value of the probability of  $0,000 < \alpha = 0,05$ , , while (c) style of leadership does not significantly affect the civil servants performance, then the variable in the model of job satisfaction research is said to be the perfect mediation variables (complete mediation) (Solimun, 2012:137). This means that leadership style has no effect against a real civil servants performance; leadership style gives a real influence on civil servants performance after the mediation of job satisfaction. So it can be inferred that a good leadership style has not been able to improve the civil servants performance, but after the mediation is job satisfaction, then the leadership style can give you a real influence on civil servants performance through job satisfaction is high. The results of this study supports the individual performance theory (Mathis and Jackson, 2006:113), that the creation of a high job satisfaction due to good leadership styles (ability), that performance is a function of ability, effort and support that can be described as the ability-A, x the effort-E x support-S) i.e. performance = P (A x E x S). Then support the findings of earlier researchers, that the leadership style of influential real (significant) towards job satisfaction (McNesse-Smith, 1996; Holdnack *et al.*, 1993; Lok & Crawford, 2004:76; Arief, 2011), first rejected the findings of other researchers that leadership style effect negatively to job satisfaction (Brahmasari & Suprayetno, 2008). On the causality of this research supports other studies that other high job satisfaction significantly improved performance against influential employees into high-way (Ostroff, 1992). Furthermore this research results in line a statement stating that the quality of leaders is often regarded as the most important factor in the success or failure of the Organization (Bass & Stogdill, 1990). This study empirically clear that leadership style is not real its influence on individual performance (Arief, 2011). Then rejected the findings of other researchers that leadership is a significant effect on individual performance (McNesse-Smith, 1996; Natsir, 2004).

### 3.11. Linking organizational culture on civil servants performance. The mediating role of job satisfaction

The value of the path coefficients (a) organizational culture effect significantly to job satisfaction with the value of the probability of  $0,017 < \alpha = 0,05$ , (b) job satisfaction the significant effect on civil servants performance with the value of the probability of  $0,017 < \alpha = 0,05$ , while (c) organizational culture does not significantly affect the performance of the employee's work with the value of the probability of  $0,216 < \alpha = 0,05$ , then the variable in the model of job satisfaction research is said to be the full mediation variables (complete mediation) (Solimun, 2012:137). This means that the organizational culture has no effect against a real civil servants performance; organizational culture gives a real influence on performance after the mediation of job satisfaction. The findings of this study support the findings of previous studies, that the culture of the Organization a positive and significant effect against job satisfaction (Brahmasari & Suprayetno, 2008; Arief, 2011). High job satisfaction significantly improved performance into high-way (Ostroff, 1992; Brahmasari & Suprayetno, 2008). Organizational culture is not real its influence on individual performance (Arief, 2011). Then rejected the findings of other researchers that the culture of the organization significant effect on performance (Brahmasari & Suprayetno, 2008).

### 3.12. Linking work motivation on civil servants performance. The mediating role of job satisfaction

The results of the examination to find out the nature/type of mediation is job satisfaction in explaining the influence of work motivation against the civil servants performance, show that the value of the path coefficient (a) work motivation effect significantly to job satisfaction with probability values of  $0,004 < \alpha = 0,05$ , (b) job satisfaction the significant effect on civil servants performance with probability values of  $0,017 < \alpha = 0,05$ , and (c) significant work motivation affect civil servants performance, with a value of the probability of  $0,006 < \alpha = 0,05$ , then the variable in the model of job satisfaction research is said to be not as mediation variables (Solimun, 2012:138) in explaining the influence of work motivation against the civil servants performance. This means that the real effect towards job satisfaction increased the civil servants performance; work motivation gives a real influence on performance. So it can be concluded that a high work motivation can enhance the performance, similarly influential real job satisfaction against the civil servants performance. That without the support of job satisfaction, work motivation apparently can provide a real influence on performance. The findings of this study support previous studies that the work motivation affect significantly to job satisfaction (Brahmasari & Suprayetno, 2008; Arief, 2011). High job satisfaction significantly improved performance into high-way (Ostroff, 1992; Brahmasari & Suprayetno, 2008). Motivation has a positive influence on performance but not significant (Arief, 2011), and then reject the results provide evidence that influential work motivation is significant in improving the individual performance (Latham, 2003; Sutono & Budiman, 2009).

### 3.13. Linking competence on civil servants performance. The mediating role of job satisfaction

The nature/type of mediation is job satisfaction in explaining the influence of competence against the performance of the employees, show that the value of the line coefficient (a) influential competence significantly to job satisfaction with probability values of  $0,026 < \alpha = 0,05$ , (b) job satisfaction the significant effect on performance clerk with probability values of  $0,017 < \alpha = 0,05$ , and (c) the competence of the significant impact the performance, with the highest probability of  $0,000 < \alpha = 0,05$ , then the variable in the model of job satisfaction research is said to be not as mediation variables (Solimun, 2012:138) in explaining the influences on performance competence of employees. This means that the real effect towards job satisfaction increased the performance; competencies provide a tangible influence on performance. So it can be concluded that a high work motivation can enhance the performance, similarly influential real job satisfaction against the performance.

So the stats helper monkeys without the support of job satisfaction, work motivation can give a noticeable influence on performance. The findings of this study support the evidence that positive and significant effect competence to increased job satisfaction (Dhermawan *et al.*, 2012; Iskandar & Juhana, 2014). Furthermore this research supports the statement, that there is a change of paradigm. Before the era of regional autonomy, officials generally are seen as a physical asset, namely the view that operates on the question of formation and filling of the formation. (Mangkunegara, 2002). The study is consistent with the evidence that job satisfaction is high significant effect against performance improvements to the high-way (Ostroff, 1992; Brahmasari & Suprayetno, 2008). Every developing human resources and advanced, not in spite of the existence of three interrelated elements i.e. the elements of education, skills and work experience, that based on the results of the assessment of the Bantaeng Government performance in 2013-2014 on point targets, namely increasing the quality, quantity and capacity of human resources through improved education and utilization of information and communication technology to the value of 97.26% (Bantaeng Government results performance measurement, 2013). The consistency shown by earlier studies, that influential real competence in improving



employee performance (Latham, 2003). Then were strongly inconsistent with the evidence that competence does not significantly affect the individual performance (Dhermawan *et al.*, 2012).

#### **IV. CONCLUSION AND RECOMMENDATIONS**

The better of leadership style, the higher of job satisfaction, because civil servants feel any strong desire from the leadership to the task as difficult as anything with the civil servants by not placing itself as the leadership above his subordinates. The better of the organizational culture, the higher of job satisfaction to Customs officers to provide the attention that is sensitive to any problems that may be detrimental to the Organization resulting in a high level of awareness of the civil servants against the things that threaten organization. The lower of work motivation, the higher the job satisfaction, this condition is caused due to the low level of professionalism of civil servants in the work, such as that found in the everyday work activities that employees often consider that without the contribution from himself, the job can be completed and the quality of the work is often done the correction by related parties and this condition is done over and over again. These conditions resulted in the employees always don't have enough self-confidence to work so that an easy job feels difficult to solve because their civil servants can always hope the instructions and directives of the leadership in each of the completion of the work.

The higher competence, the higher job satisfaction. This condition was justified because the officers have high confidence in their work and have good relationships between fellow employees as well as employees have a compliance with the duties charged to himself as a clerk who later became the trigger factor of the increasing ability of the civil servants to be able to work and carry out his duties in compliance policies, and procedures as well as the applicable rules. The better of leadership style, the lower the civil servants performance, this condition is caused because the leadership has not taken a coordinating well with civil servants in solving work so the impact against the inability of the civil servants to do the job in detail, accurate, meticulous, and conscientious about work. The better of the organizational culture, the lower of civil servants performance, this fact confirms that the civil servants in the performance of his work has not performed it well, that the civil servants has not shed any ability he has so impacted against the low ability in understanding job duties and responsibilities as well as the low knowledge against the regulations, procedures and expertise in work. The better of leadership style, the lower of the civil servants performance, this condition is caused due to the lack of the ability to coordinate with the leadership of employees (subordinates) in completing/solve all problems occurred so as to affect the low civil servants wishes to show attention to detail, careful, accurate, and thorough in completing all the work which is a duty and responsibility, that the quality of the resulting work belongs to low because employees done in a random and is not coupled with the completion of the work of professional or who work with meticulous careful, and accuracy.

The high civil servants competencies can improve performance tend toward the high, this condition is caused due to the high confidence and the creation of good working relationships between fellow officers and compliance officers of the heart with the duties charged to himself so that his good ability affect civil servants in identifying everything that a priority of the work and the ability of officers in recognizing the needs of the community. The higher the job satisfaction, the higher the performance caused due to high understanding and knowledge against a policy that is in effect as well as the high degree of understanding and knowledge of civil servants against the procedures and rules applicable to the Bantaeng Government so as to affect the ability of the undertakings and the achievement of the work is done transparently. Job satisfaction variables act as mediation is perfect (complete mediation) in explaining causality leadership style and organizational culture on performance, that the leadership style cannot improve the performance, leadership style can improve the performance after employee job satisfaction was created. Job satisfaction is not as mediation variables in explaining causality work motivation on performance and competence, that job satisfaction can improve performance, work motivation can improve directly the performance, so without the support of job satisfaction, work motivation can enhance the performance. It takes the efforts of local governments to minimise going mismatch between fellow employees. To create the organizational culture to cultivate work productivity with employees who have met the standards required by the job. The creation of a high work motivation is done by increasing the confidence, competence, achievement, freedom and independence in the completion of the work. It takes effort to create high employee competencies, through: (1) have confidence, have good interpersonal relationships, and compliance with the duty, (2) improve cognitive thinking and way of thinking, analytic and conceptual (3) improve how positive thinking to himself or to others, (4) have experience in the Organization and have a good communication style in resolving problems, and (5) improve responsiveness is high in understanding issues of work power, creativity, responsiveness, and neatness of work, as well as (6) enhance intelligence officers is high in understanding the condition and work situation, always think rationally and objectively in taking decisions. Increased employee job satisfaction through improvements in compensation, satisfaction that in general employees not satisfied with work Incentives provided to them.

The practical implications of this research can be provide increased understanding of servants and leaders in improving Reviews their individual performance. The limitations of this study on measuring research variables are done based on perceptions that are largely determined by the memory and judgment against the respondent himself and thus there is a tendency of occurrence of bias in measurements, empirical analysis subsequently conducted in this study uses survey data to analyze the relationship at cross sectional, while attitudes and behaviours is something very dynamic so as to analyze the attitudes and behavior of the required observations in longitudinal, for it required advanced research studies to analyze the relationship between the changes of back variables examined in this study. This study recommends to other researchers to develop this research in other sectors by adding antecedent variables of individual performance

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## Appendix

Table I. Descriptive statistics for the research instruments

Indicator Variable	Mean	SD	$\lambda$
Delegative	4,13	0,79	0,77
Supportive	4,15	0,77	0,45
Participative	3,97	0,75	0,70
Directives	4,13	0,80	0,72
Telling	4,24	0,77	0,79
Affiliative	4,17	0,80	0,69
Professionalism	4,03	0,74	0,42
Trust	4,12	0,58	0,60
Integrity	4,10	0,65	0,66
Innovative	4,20	0,63	0,63
Orientation Results	4,21	0,60	0,49
Aggressive	4,04	0,65	0,73
Achievement	4,11	,64	0,48
Need of Power	3,89	,78	0,69
Need of affiliation	4,00	,61	0,64
Getting Compliment	4,05	,59	0,49
Need of appreciation	3,89	,75	0,77
Self-Actualization	3,94	,63	0,70
Knowledge	4,09	,73	0,50
skills	4,15	,70	0,53
Attitudes and Behavior	3,80	,87	0,82
Beliefs and Values	4,04	,75	0,74
Intellectual ability	3,77	,85	0,82
Experience	3,65	,76	0,69

Co-workers	4,16	0,70	0,47
Compentation	3,82	0,83	0,52
Carrier	3,98	0,66	0,48
Supervision	4,03	0,74	0,68
Operation Procedures	4,07	0,77	0,72
Nature of Work	4,31	0,52	0,45
Work of Knowledge	3,96	0,69	0,52
Quality of Work	3,73	0,63	0,45
Cooperative and teamwork	3,83	0,70	0,67
Responsiveness	4,07	0,55	0,70
Corporate responsibility	4,03	0,53	0,67
Accountability	4,11	0,58	0,64

\* Cut-off Points  $\lambda \geq 0,40$  (40%) (Ferdinand, 2006)