Effect of Emotional Quotient, Servant Leadership, Complexity of Task, Cultural Organization of Work Motivation and Performance of Civil State Apparatus (ASN) In Wajo South Sulawesi Province

Andi Syahrial[1], Ida Aju Brahmasari[1], Riyadi Nugroho[1].

[1](Doctorate Program, Universitas 17 Agustus 1945, Surabaya, Indonesia)

ABSTRACT : *The purpose of this study is to analyze and examine the influence of emotional intelligence, servant leadership, the complexity of the task and organizational culture on work motivation Civil State Apparatus (ASN) in Wajo South Sulawesi province. To analyze and examine the effect of emotional intelligence, servant leadership, the complexity of the task, the organizational culture on the performance of the State Civil Apparatus (ASN) in Wajo South Sulawesi province. To implement this purpose we used data collection techniques through documentation and questionnaires, using data analysis techniques Structural Equation Modeling (SEM) using AMOS Software help release 21. The results showed that emotional intelligence is a positive and significant effect on work motivation, so in this study the hypothesis was accepted. Emotional intelligence on the performance of the civilian state apparatus and significant positive effect, so the hypothesis is accepted. Servant leadership and significant positive effect on work motivation, so the hypothesis is accepted. Servant leadership positive and significant impact on the performance of the civilian state apparatus, so the hypothesis is rejected. The complexity of the task and a significant negative effect on work motivation, so the hypothesis is accepted. The complexity of the task and a significant negative effect on the performance of the civilian state apparatus, so the hypothesis is accepted. Organizational culture positive and significant effect on work motivation, so the hypothesis is accepted. Organizational culture positive and significant impact on the performance of the civilian state apparatus, so the hypothesis is accepted. Work motivation positive and significant effect on the performance of the civilian state apparatus, so the hypothesis is accepted.*

Keywords: *Emotional Intelligence, Servant Leadership, Task Complexity, Organizational Culture, Motivation And Performance*

I. Introduction

The problem of human resources in governmental organizations is very important because human resources are very influential in the advancement of government organizations. Hence the importance of the function and role of human resources it needs to be supported by an increase in human resources management in governmental organizations. Hence, according to Fahmi (2014: 1) that the key to success lies in the government's willingness to implement the organization's human resources as a locomotive driving the successful execution of their duties and functions.

The government agency is a non-profit organization, in order to improve services to the public it is required to be able to improve performance. Where with the performance of work for any government organization will influence the effectiveness of government services to the pubic. So it can be said that the performance of the apparatus of civil state is very important, according to Sinambela (2013: 5) performance of the apparatus of civil state can be defined as the ability of employees to carry out work in accordance with specific expertise and performance of the apparatus of civil state is necessary, because with the employee's performance will be known how far civil state apparatus in carrying out the tasks assigned to them. It is necessary for the determination of clear and measurable criteria and set out together to be used as a reference. The importance of the performance of civil apatur State which is the result of work that has been achieved by a person or group within an organization, the government is one of the efforts that need to be owned by every government official is emotional intelligence (emotional quotient).

Sesilia in Goleman (2005: 74), which suggests that emotional intelligence as a component in recognizing the feelings of myself and others, for motivating ourselves, and managing emotions well in ourselves and in our relationships, so as to limit the emotional intelligence mentioned above it can be concluded that emotional intelligence relates to the ability of a person more self-motivation, resilience in the face of failure, control emotions and delay gratification and set the mood. Implementation of the completion of the work done by each civilian state apparatus, greatly supported by their emotional intelligence. Where the presence of emotional intelligence then it will affect the work motivation. Meanwhile, according to Atkinson (2010: 110) in Ahmad

(2010: 95) which states that motivation and emotion has a close connection. Emotions often motivate actions. Where emotions assess the significance for the individual because it can be an activator of something.

High emotional intelligence will be able to affect the performance of the civil state apparatus. Research conducted by I Gusti and Subudi (2014: 71) that examined the effect of competence and emotional intelligence on employee performance. The results showed simultaneous variables emotional intelligence competencies and significant effect on the performance of employees and partial competencies and emotional intelligence berpengaru positive and significant impact on employee performance. While more research is Maryana, et al. (2012: 10), which examines the influence of emotional intelligence on the performance of employees in the Office of Religious Affairs. The results showed that emotional intelligence affects the performance of employees at the Ministry of Religious in the Karawang regency. Based on the results of previous studies, it can be said that a person's emotional intelligence civilian state apparatus is a decisive factor for the success of the organization for a person's emotional intelligence apparatus capable civilian state will improve organizational performance. Then the emotional intelligence of every civilian state apparatus not only can affect motivation and performance of civilian state apparatus, but may be affected by other factors that leadership.

The problem of leadership (leadership) is a factor that plays an important role in an organization. According to Ardana, et al. (2012: 174) who argued that leadership is a set of activities in order to influence people to want to work together to achieve a goal that is desirable together. With the importance of leadership in an organization that is the subject of this research is servant leadership, Antony in Wike (2012: 65) which says that the servant leadership is the leadership that begins with sincere feelings that arise from a heart that desires to serve. Servant leadership is a type or model of leadership proposed to resolve the leadership crisis in the form of declining confidence exemplary follower to leader. So with the servant leadership will affect motivation and performance of civilian state apparatus. Research conducted by the Tri Ludi Harianto (2014: 25), which examines the influence of servant leadership to employee performance through the discipline of work. The results showed that all variables of servant leadership has a positive and significant impact on the discipline of work and work discipline of servant leadership through positive and significant effect on performance.

Other studies that Trisnawati (2015: 10) who studied the effect of servant leadership and emotional intelligence on the performance of an employee health center in the district of Pontianak City. The results showed that emotional intelligence is partially no effect on the performance of an employee health center in the district of Pontianak city. However, based on calculations F obtained that servant leadership and emotional intelligence jointly significant effect on employee performance. The importance of servant leadership to the performance of the civilian state apparatus, especially in government organizations, where the presence of servant leadership will be able to improve the performance of the civil state apparatus. Another factor that supports improved performance of the apparatus other than the state civil servant leadership can also be affected by other factors that the complexity of the task.

Jamilah (2007) in the I Made Pradana Adiputra, et al. (2014: 16) who argued that the complexity of the task is a difficult task due to the limited capability, and memory and the ability to integrate a problem shared by a decision-maker. Then Ni Wayan (2013: 12) who studied the effect of task complexity, time pressure, and Personality Traits on performance. The test results showed that the complexity of the task and the time pressure has no significant effect on employee performance. While more research is between the organizational culture with employee performance can be said to be positive and significant impact. The problem of organizational culture is a habit that has lasted a long time and are used and applied in the life activity of working as one of the drivers to improve the quality of work of the civilian state apparatus.

Robbins in Moeljono (2005: 39) states the organization's culture also often interpreted as a basic philosophy that gives direction to the organization's policy in managing employees. The importance of organizational culture, then with their organizational culture that will encourage employee motivation civilian state apparatus. According to Emmy (2013: 11), which examines the influence of competence, organizational culture on motivation and performance of employees. The results showed that the competence has not been able to contribute to the motivation and performance but the organizational culture influences the quality of employee that will make a positive contribution to the performance of employees. Other studies that Ida Bagus and I Gede Riana (2014: 35), which examines the influence of organizational culture and job satisfaction on work motivation. The results showed that organizational culture positive and significant impact on job satisfaction, organizational culture where positive and significant role on work motivation.

Organizational culture does not only affect the work motivation, but also affect the performance of employees. Research conducted Chaterina (2012: 36), which examines the influence of organizational culture and job satisfaction on organizational commitment in improving employee performance. The results showed that organizational culture positive and significant effect on employee performance. Other studies that Meyta (2012: 20), which examines the influence of organizational culture and motivation to satisfaction and affects the performance of employees at Unit Office PT Telkom Regional IV Semarang. The study found that organizational culture significantly influence employee performance. Motivation affects the performance of the

civil state apparatus, which according to Fahmi (2014: 107) who suggested that the motivation is the behavioral activity that works in an effort to meet the requirements. Where with their work motivation will affect employee performance. The higher the motivation given to employees will boost employee performance.

Research conducted by Ni Ketut (2013: 12) who studied the effect of compensation and motivation to satisfaction and employee performance. The study found that the motivation positive and significant influence on employee performance. While the research conducted by Puspa (2013: 15), which examines the influence of leadership, training, work environment on the performance of employees at Bank BRI branch Ahmad Yani. The results obtained proved that motivation has positive influence on employee performance BRI. Government Office Wajo South Sulawesi Province, whose activity is to serve the community, where the development of Wajo is rapidly increasing, the efforts that occur during this time is to increase clean governance in order to affect the performance of the government. To improve the performance of the government then needs to be supported by the empowerment of the State Civil Apparatus (ASN). State Civil Apparatus empowerment, one factor that is important is the performance of the civil state apparatus.

The phenomenon that occurs during the Government Wajo that the performance of civil state apparatus is still low. Based on data regarding absenteeism apparatus state civil acquired Personnel Board area government Wajo showing that the number of apparatus civilian state that absences or tardy increases for each year, so that the high level of absenteeism there should be reconsideration by factors such as emotional intelligence, servant leadership, task complexity, organizational culture and work motivation civilian state apparatus. Based on the phenomenon that occurs during this time the Government Office in Wajo, it is necessary to do research on the influence of emotional quotient, servant leadership, task complexity, organizational culture on motivation and performance of the State Civil Apparatus (ASN) in Wajo, South Sulawesi Province.

II. Literature Review

1.1. Emotional Quotient

The term emotional intelligence was first derived from the concept of social intelligence Torndike 1920 defines social intelligence as the ability to manage personal relationships between men and women is an essential condition for achieving success in various aspects of human life, Martin (2008: 58). Gardner (1983) states that human beings have multiple intelligences, two of which are intrapersonal and interpersonal intelligence. 1990 officially coined the term emotional intelligence by Salovey and Mayer by Yale psychologist and Hamsphire by developing personal intelligence Gardner.

Furthermore, the term was popularized by Goleman's emotional intelligence in 1995, through his Emotional Intelligence: why it can matter more than IQ? (Goleman, 2005: 52). In his book, The term Emotional Intelligence (EQ) has been widely recognized in the mid 1990s with the publication of Daniel Goleman entitled Emotional Intelligence. Goleman (2005: 52) explains that the emotional intelligence or Emotional Intelligence refers to the ability to recognize our own feelings and the feelings of others, the ability to motivate yourself, and the ability to manage emotions well in ourselves and in relationships with others. Meanwhile, according to Salovey and Meyer (1990: 65) defined emotional intelligence as an ability that shows how a person is effectively able to deal with emotions both in himself and from others.

According to Meyer (2007: 58) emotional intelligence also means a special ability to read the inner feelings of people who make contact, and handling relationships effectively. While at the same time be able to motivate yourself and meet the challenges of relationship management. This capability is basically owned by the strategist, motivator, trainer, negotiator and all developers of human resources, they also hear the words unspoken, the message is inaudible, through facial and body language so as to deliver the news that has significance.

Another understanding according to Robbins (2003: 151) is a collection of emotional intelligence skills, abilities and non-cognitive competition that affects a person's ability to succeed in the face of environmental demands and pressures. According Wibowo (2014: 52) in Melandy and Nurna (2006: 35) emotional intelligence is to use emotional intelligence in accordance with the desire, the ability to control the emotions that have a positive impact. Emotional intelligence can help build relationships in towards happiness and prosperity. Emotional intelligence (EQ) is the ability to know one's own feelings and the feelings of others, and use those feelings lead in your thoughts and behavior, Salovey and Mayer (1990: 96).

In line with this, Goleman (2005: 512) defines EQ is the ability to recognize your feelings and the feelings of others, to motivate yourself, and managing emotions well in ourselves and in relationships with others. Emotional Quotient (EQ) is the ability to perceive, understand, and effectively apply the power and sensitivity of emotions as a source of energy, information, connections and influence humane Cooper and Sawaf (1998: 121). Salovey and Mayer (1990: 75) defines emotional intelligence as the ability to recognize feelings, reach and awaken your senses to help the mind, understand the feeling and meaning, and control their feelings in a manner that fosters emotional and intellectual, Stein and Book (2002: 99) in Melandy and Nurna (2006: 58). The core personal and social capabilities is the real key to the success someone is emotional intelligence.

Robbins (2003: 151) said that various studies suggest that emotional intelligence can play an important role in the execution of the work and become high-performance characteristics of people who are qualified or humans.

2.2. Servant Leadership

For most leaders in Indonesia, leadership is often interpreted as a formal position, which largely obtain facilities and services. Although many of the leaders or officials who when sworn saying that the office is a mandate, but in reality very little or almost nothing can be said that the leader earnestly implement the leadership of the liver, which is servant leadership. Everyone was agreed that that should be chosen as the leader should be the candidates who meet the criteria of a true leader.

True leadership is often associated with excellence in many respects, have integrity, a good track record at work, responsible, visionary and futurist, able to accommodate different interests, not racist, and that is more important is to have faith in life sehariannya implemented. All of this is compressed in the service function, namely serving the people they lead to achieve a common goal aspired.

The ideal leader is a leader who is willing to be a public service, instead of just asking to be served by the public as long as this occur. The moral character of a leader of Islamic society must meet the criteria of Islamic behavior such as shidiq (honest), Amanah (responsible), Tabliq (delivered what should be delivered) and Fathonah (smart). Leadership is regarded as the psychological contract between leaders and followers who ensures that he (the leader) will try their best to guide, protect and treat them fairly. Two major role in leadership from the perspective of Islam is a leader as a service (servant leader) and the leader as the protector / guardian (guardian leader).

Servant leadership is a theory or a new view on leadership coined by Robert K. Greenleaf. Robert K. Greenleaf is the author of "Servant Leadership", was born in 1904 in Terre Haute, IN. He grew up among households who are committed to become a person who has a strong ethical and involved in the community. The theory of servant leadership is described as a paradigm that meets the needs of the organization. Greenleaf theory developed in the 1960s and 1970s, but seen as a theoretical ideal and have an alternative to the traditional paradigms of hierarchical industrial past. Therefore the theory of servant leadership is seen as a suitable option. Servant leadership theory is a theory that emphasizes on improving service to others. A holistic approach to work, promoting a sense of community and sharing power in decision making.

Therefore, the theory of servant leadership has a pyramid image upside-down when compared with other concepts of leadership. The theory of servant leadership is oriented on the flexibility of delegating the organizational structure in subordinate and oriented towards the future. Greenleaf start the analysis model of leadership through motivation of leaders with the first concept is to examine the system of confidence aspiring leaders and the reasons why its goal to be a leader who has a strong ethical leadership. The principles and values of a leader regarded as the key to long-term interests of the service organization. Behavior of the leadership of a leader who served grew from inner values and beliefs of individual leaders where personal values such as fairness and integrity is the independent variable that is running behavior of leaders who serve (servant leadership).

Servant leadership has a unique leadership motivation and seen as an important difference to the theory of servant leadership or other management. Motivation performed on servant leadership is the way senior leaders within the leadership that serves to instill the values of their personal to the entire organization through process modeling which shows an action that can be observed. That is the leader in activity-values to leadership demonstrated their value to their subordinates through the acts and directives that contain a positive value investment leadership from time to time in organizational behavior (Greanleaf, 1990: 121).

2.3. Task Complexity

Complexity is the study or the study of complex systems. the word "complexity" is derived from the Latin complexice meaning 'totality' or 'whole', a science that examines the totality of the overall dynamic system. Simply put, it can be said that a system is said to be complex if the system is comprised of many components or sub-units which interact and have behaviors that are interesting, but, at the same time not to look too obvious if seen as a result of the interaction between sub-units known, it may feel awkward especially with the word 'interesting' and 'clear' in the above definition. Integrative complexity as a character and a model that makes it difficult to formulate the overall behavior of the representation language well even if the full information about the components and interrelationships in it. System complexity is a system that is difficult, which is not possible to make a description of the system by some constituent variables without losing its essential terms of functional and overall.

Several definitions have been given to interpret the complexity of the non-linear dynamics. However, in a nutshell it can be said that the nature and complexity is a complex system where the system is a complex system that is difficult because it was prepared by the constituent components that interact with each other to produce global factors that describe the dynamics of evolutionary systems. Complexity is a difficult task due to the

limited capability, and memory and the ability to integrate a problem shared by a decision-maker. Jamilah, et al (2007: 15). Within the scope of work, it is very important to pay attention to the complexity of the task because it can impact the performance of civil servants state apparatus, and an understanding of the complexity of the task can help managers make better task to be useful in decision-making.

The complexity of the task is defined as the individual's perception on an assignment that is due to the limited capability and memory, as well as the ability to integrate issues. The complexity of the task according to Wood (1988: 121) can be defined as a function of the three dimensions of the task itself, namely: a number of differences in the components and critical information used to complete the task, complications in the pattern of the relationship between information, action, and products as well as the stability of the relationship patterns above from time to time. Restuningdiah and Indriantoro (2000: 53) states that the increase in the complexity of a task or system, will be able to reduce the level of success of the task itself.

Gould (1979: 123) states that the definition of the complexity of the work broadly based on the development of job characteristics, in this case covers, work is loaded with capabilities and skills, provide the opportunity for individuals to make a personal decision, it takes creativity and originality of the work and has particular challenges in completing the work. Therefore, it is expected to contribute to job satisfaction and meaning can also improve employee performance.

2.4. Organization Culture

Organizational culture according Darsono and Siswandoko (2011: 306) is the value, morals, beliefs and rules that already exist on every member of the organization (or on any parties interested in a particular organization) to be used as the basis of thinking and behaving in achieving its goals and organizational goals. To obtain a complete picture of the culture of an organization, can be done by assessing an organization based on the characteristics of the organizational culture-characteristic. Each of these characteristics are in a continuum ranging from low to high. Most organization have a dominant culture or dominant culture and many subcultures or subculture. The dominant culture expresses the core values that are shared by the majority of members of the organization, while the subculture tends to develop in large organizations to reflect on the problem, situation or similar experience faced by its members. This subculture usually appears at the departmental level and due to geographical factors. Subcultures include core values or core values, namely the core values that are accepted throughout the organization.

For example, the marketing department has a subculture that is uniquely shared by the members of the department. Subcultures that includes the core values of the dominant culture plus additional values that are unique to members of the marketing department. Sunyoto (2012: 226) said that if an organization does not have a dominant culture and subcultures are formed only, then the organizational culture as an independent variable will be reduced significantly, because there is no uniformity in interpretation concerning the proper behavior and improper behavior. In accordance with the definition of culture is a system of shared meaning, then the aspect of shared meaning is a potential tool that guide and shape the behavior according (Sunyoto, 2012: 226).

Organizational culture is a habit, tradition, and common procedures for doing things and mostly come from the founders of the organization. Traditionally founder of the organization has a considerable influence on the early culture of the organization. They have a vision of what the organization will be later. They also do not have the habit or ideological constraints beforehand. The small size of the organization that is characteristic when the new organization was first established, it is easier for founders to impose their vision to all members of the organization (Sunyoto, 2012: 226).

Moeljono (2005: 10) argues that organizational culture or also known as the working culture is the dominant values disseminated within the organization and referred to as a philosophy of employment. Work culture refers to a system of shared meaning held by members that distinguishes the organization to other organizations. McKenna and Nic Beech (2000: 62) argues that organizational culture as the pattern of the fundamental assumptions on which the group that is creating, discovered or developed in learning to cope with the difficulties in adapting to external and internal integration. Then think Sudarmanto (2009: 165) says that organizational culture is a cognitive framework that consists of attitudes, values, norms of behavior and shared expectations perceived by members of the organization.

Ndraha (2002: 118) defines that organizational culture is a basic group of thoughts or mental program that is used to improve the efficiency of work and human cooperation that is owned by a community group. Organizational culture is a form of reference interactions among members of the organization and form of reference interaction with outsiders. It is the form of the reference values, norms, and rules as the basis for the members to think and behave, essentially organizational culture is a tool to interpret and react to the objective conditions, and organizational culture can be used as a power source of competitive advantage.

2.5. *Job Motivation*

Human resources is one of the elements that determine the success of an organization achieve the goal, people are a very important element in the organization. To achieve the goals of the organization, one of the things that need to be done the manager is giving impetus that resulted, distribute, and maintain the behavior of the employees to be willing to work in accordance with the desired organization. The propulsive force known as motivation. Motivation is also a confusing subject because the motive cannot be observed or measured directly, but must be inferred from the behavior of people who looked and can be directly observed (Suwatno and Priansa, 2011: 171).

In doing any work every employee need motivation in him that raised an enthusiasm and excitement in the work. There are two stimuli motivation is from within the employee and the employees of outside factors. Every employee has a different motivation to him in his work there who want an award given by the company where he worked and satisfaction in doing a job that can only be felt by himself. Motivation represent psychological processes, giving rise, should be directed, and the persistence of volunteer activities that are geared toward specific purposes (Suwatno and Priansa, 2011: 171).

Motivation by Triton, PB. (2010: 165) relates to the level of work done by a person in order to pursue a goal, motivation is closely related to satisfaction and performance. In general, the theory of motivation can be classified into two groups: the content and the satisfaction theory or theory-process theory or the theory of the process. The context of the work, motivation is an important factor in encouraging an employee to work. Motivation is the individual's willingness to expend effort to achieve high organizational goals Robbins (2003: 150). There are three key elements in the motivation that effort, the organization's goals and needs. Effort is a measure of intensity. When someone motivated then going to great lengths to achieve the goals, but not necessarily a high effort will yield high performance.

Therefore, it takes the intensity and quality of those efforts and focused on organizational goals. Necessity is the internal conditions conducive to the stimulation, where the needs are not satisfied will cause a voltage that stimulates the urge from within the individual. This raises the impetus search behavior to find a particular purpose. If it turns out occurs fulfillment, there will be a reduction in voltage. Basically, motivated employees are in a state of tension and seek to reduce tensions by issuing efforts. The successful management of an organization is determined by the utilization of human resources activities. Departing from here is very important to realize, their techniques in order to maintain the achievements and employee satisfaction. One way is to "drive (motivation) to subordinates", so that they can carry out tasks according to the job description and the direction (Sulistiyani and Rosidah, 2009: 56).

Siagian (2008: 287) states that motivation is the urge to do as much as possible in carrying out its duties will be convinced that the success of the organization achieve the goals and targets, the personal interests of the members of the organization will be maintained anyway. Sulistiyani and Rosidah (2009: 76) defines that motivation is the process of giving encouragement to subordinates so that subordinates can work in line with the restrictions provided in order to achieve optimal organizational goals. Thus it can be said that motivation is basically a mental condition that encourages the action and provide the power that leads towards meeting the need, given the satisfaction or reduce imbalances.

Therefore, there will be no motivation, if not perceived their needs and satisfaction as well as the imbalance. Stimuli to that sort in that will foster motivation in a person, and the motivation that has been growing can indeed make the motor and the drive to achieve fulfillment or achievement of balance. Sutrisno (2014: 115) that motivation is a factor that encourages a person to perform a specific activity, and therefore the motivation is often interpreted as a factor driving behavior. Meanwhile, according to Ardana, et al. (2012: 193) argues that the motivation is the force that drives a person to do any act or not on the essence exist internally and externally that can be positive or negative for toughness direct it relies heavily on the manager.

Work motivation is something that stimulation or morale booster. While the motive is the driving force or the driving force that encourages people to act or a power in man that causes humans to act. Incentive is a motivational tool, a means of motivation, or the means by which the stimulation. Some factors that may affect the work motivation are: superiors, peers, infrastructure, policies and regulations, in exchange for cash and non-cash services, type of work and challenges.

Human behavior is really just a reflection of the most simple of their basic motivation. In order for human behavior in accordance with the objectives of the organization, there should be a blend of motivation will be the fulfillment of their own needs and demands of the organization. Human behavior is caused or initiated by their motivation. According to Robbins (2003: 86) motivation is a process which contributes to the intensity, direction, and duration of the ongoing efforts towards the achievement of individual targets. Understanding the motivation also came from Effendy (2005: 96) are the factors that drive and encourage behavior or a person's desire to perform an activity which is expressed in terms of effort or weak. The literature in the field of management and psychology is pretty much the definition of motivation offered by experts. But in this discussion begins with the definition of motivation against some fundamental characteristics of motivation.

2.6. Civil State Aparatus

As is well known that the government apparatus that high performance is the apparatus of state civil resilient in the face and solve problems, and they remain stable even though in a state or in other words a state filled with pressure and even threats even yet constantly faced with a sense of calm and a smile. Conditions such as these are owned by government officials for their confidence with driven determination to make themselves forward. One reason is their act of empowerment by the government to members of personnel or members of the public in general is an attempt to create a performance that is better and more useful in the life of every member of government officials and members of the public in general, government officials or members of the public who have performed high because it has ability to make a priority of thought and action taken (Makmur, 2013: 234).

The success of a job are always faced risks that diverse forms and types. Therefore, to inhibit the growth of risk is certainly much needed various types of capabilities and intelligence apparatus as the government in achieving the objectives of government workers who had been predetermined. Understanding the performance comes from the job performance or the actual performance (performance or achievement by someone). Work performance in general is influenced by the skill, experience, and determination of the workforce work in question. Performance is divided into two: the state civil apparatus performance and organizational performance. Performance civilian state apparatus is an implementation of the plans that have been prepared. Implementation of performance carried out by human resources who have the ability, competence, motivation, and interest. How the organization respects and enforces human resources will affect the attitudes and behavior in running performance (Makmur, 2013: 234).

According to Makmur (2013: 235) that the definition of apparatus performance civil state is a reality that must be known and confirmed to party officials or leaders who are authorized to determine the level of achievement of predetermined goals before an agency or institution, and to know the positive and negative impacts of a implementation of policies both strategic and operationally entrusted to civilian state apparatus.

Performance is the result of work achieved by a civilian state apparatus in carrying out its duties and responsibilities. According Kusriyanto in Mangkunagara (2005: 9) definition of performance is a comparison of the results achieved with the participation of labor per unit of time (usually per hour). The performance of the work generated by the apparatus of the state civil or real behavior that is displayed in accordance with its role in the organization. The performance of the civilian state apparatus is a very important point in the organization's efforts to achieve its objectives, so that the various activities of the organization must be done to improve it. One of them is through the assessment work.

Performance of civilian state apparatus is a function of motivation and ability. To complete the task or job a person should have a degree of willingness and a certain level of ability. The willingness and skills of a person is not effective enough to do something without a clear understanding of what will be done and how to do it. Performance is the actual behavior shown by everyone as the resulting performance by employees in accordance with its role within the company. Employee performance is a very important point in the company's efforts to achieve its objectives.

Hasibuan (2008: 94) suggests that the performance of employees is a result of work achieved in executing the tasks assigned to them based on skills, experience and sincerity as well as time. The performance is a combination of three important factors, namely the abilities and interests of a worker, ability and acceptance of the explanation delegate tasks, and the role and motivation level of a worker, and the higher the above three factors, the greater the performance of the employee concerned, then definitively Bernardin and Russel in the book Sulistiyani & Rosidah (2009: 223) suggests that the performance is a record outcome resulting from a particular employee function or activities performed during a specific time period.

Furthermore Simanjuntak (2005: 1) suggests that the performance of employees is the level of achievement of results on the implementation of certain tasks. Therefore, labor needs to be placed in jobs that match their expertise. While the motivation is formed from a labor attitude in the face of the work situation. Motivation is a condition that drives self-directed workforce to achieve business objectives of the organization. In addition, mental attitude also encourages self-employment to strive to achieve maximum performance. According to Yuli (2005: 95) Performance or performance is essentially what is done or not done by employees.

2.7. Civil State Aparatus Performance

The performance assessment is a subjective process that involves human judgment. Thus, the performance appraisal is very probably wrong and very easily influenced by the source is not actual. Not a few of these sources affect the assessment process, and should be taken into account and considered reasonable. The performance assessment considered to meet the target if it has a good impact on the new labor rated performance (Mangkunagara, 2005: 9). Performance assessment of talk about employee performance and accountability. In the midst of global competition, companies demand high performance. Along with that, the employees need feedback on their performance as guidelines for behavior in the future. The performance assessment in principle is one of the basic activities of the human resources department sometimes referred also

to examine the performance, employee assessment, performance evaluation, personnel evaluation or a ranking personnel. All last term with respect to the same process (Mangkunagara, 2005: 9). According to Leon C. Mengginson in Mangkunagara (2005: 9) states that the appraisal is a process used to determine whether the leadership of an employee doing the work in accordance with the duties and responsibilities. Vitello (2012: 259) says that the performance assessment (performance appraisal or performance review) were conducted to provide feedback to employees in an effort to improve the performance of employees and organizations.

While Rachmawati (2008: 39) suggests that performance appraisal is an important factor to see how well the performance of an employee in the past and as feedback so that these employees can improve its performance in the future. Manullang and Marihot (2004: 136) that the employee assessment is a systematic review to the employee by some experts for one or several specific objectives. Assessment of performance against labor is usually done by the management / supervisory appraiser hierarchy directly above the relevant labor or management / supervisors are appointed to it. Performance evaluation results were submitted to workforce management to get a review in order to further the purposes of, whether related to personal labor is concerned or connected with the development of the company. Another case, according to Alwi (2008: 177) defines that the assessment of employee performance is a part of the staffing process where the process starts from the process of recruitment, selection, orientation, placement, job training and the beginning of the performance appraisal process.

Another benefit that is expected by the employee performance evaluation is a boost to performance to be assessed, as a decision-making in the remuneration / compensation, can be used for the benefit of the mutation, were used to develop programs of education and training, and help employees define career plans. Performance appraisal as a whole is a different process of job evaluation. The performance assessment with regard to how well someone is doing the work assigned / granted. Job evaluation determines how high the price of a work for the organization, and thus, in the range of some salary should be given to the job. While the performance assessment may indicate that someone is the best computer programmers of the organization, job evaluation is used to ensure that the programmers had received the maximum salary for the position of computer programmer in accordance with the position value to the organization.

It must be realized by the management of the entire corporate hierarchy that performance appraisal is important and many of its functions. The companies conduct performance appraisals for each of the workforce with very low, even harmful, manpower and even then if presumable. For example in the area of compensation based on performance, performance assessment can lead to cynicism and a belief that the compensation and performance / performance of no relation. Although according to various statements and general policy to say that this is so. Although not much is known about how to conduct effective performance appraisal, of course there are things that are right and wrong in the implementation of performance assessment.

III.   Research Methods

1.2. Conceptual Framework

On the issues that have been formulated in this study there are six variables to be studied. The sixth of these variables can be classified into three variables, namely the independent variables (independent variables or exogenous) X consists of four independent variables namely variable emotional quotient (X1), servant leadership (X2), the complexity of the task (X3) and organizational culture (X4), then the intermediate variable (intervening variable) Z that work motivation (Z) and the dependent variable (dependent variable / endogenous variables) Y of the variables, namely: the civil state apparatus performance (Y).

In this study was conducted to determine the effect of emotional quotient, servant leadership, the complexity of the task and organizational culture on work motivation, and to investigate the effect of emotional quotient, servant leadership, the complexity of the task and organizational culture on performance Apparatus State Civil (ASN) in Wajo Sulawesi South.
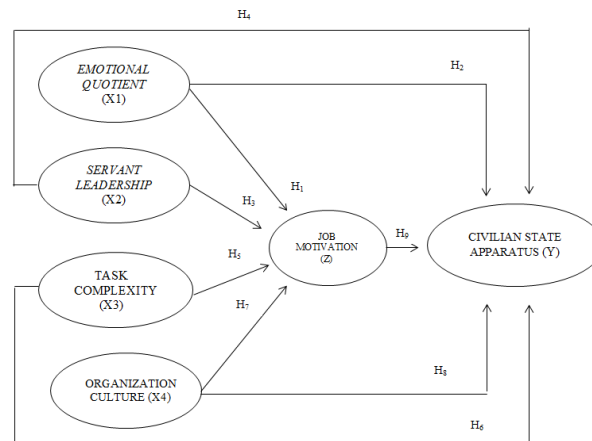
Figure 1. Conceptual Framework

Based on the model that presented in figure 1 as conceptual framework, the research hypothesis in detail and in detail described as follows:

a. Emotional intelligence significantly influence the motivation to work with the State Civil Apparatus (ASN) in Wajo, South Sulawesi Province.
b. Emotional intelligence have a significant effect on the performance of the State Civil Apparatus (ASN) in Wajo, South Sulawesi Province.
c. Servant leadership significantly influence the motivation to work with the State Civil Apparatus (ASN) in Wajo, South Sulawesi Province.
d. Servant leadership significantly influence the performance of the State Civil Apparatus (ASN) in Wajo, South Sulawesi Province.
e. The complexity of the task have a significantly influence work motivation Civil State Apparatus (ASN) in Wajo, South Sulawesi Province.
f. The complexity of the task have a significantly influence the performance of the State Civil Apparatus (ASN) in Wajo, South Sulawesi Province.
g. Organizational culture have a significantly influence work motivation Civil State Apparatus (ASN) in Wajo, South Sulawesi Province.
h. Organizational culture have a significantly influence the performance of the State Civil Apparatus (ASN) in Wajo, South Sulawesi Province.
i. Work motivation have a significantly influence the performance of the State Civil Apparatus (ASN) in Wajo, South Sulawesi Province.

1.3. Data Collection and Sample Characteristics
Population is the generalization region consisting of the objects / subjects that affect the quality and specific characteristics determined by researchers to learn and then drawn conclusions. Sugiyono (2011: 61). Thus refers to from the above description then the population in this study were all employees of class 3 and class 4 who worked for the government in Wajo. The sample is part of the number and character owned by Sugiyono tersebutm population (2011: 62). According to Hair, et.al. in Suliyanto (2011: 223) that the sample size according to SEM is 100-200, while the minimum sample size is 5 observations for each parameter estimation. According southern (2013: 46) who argued that the sample size used for testing Maximum Likelihood (ML) is approximately 200. Based on the opinion expressed by Hair in southern Suliyanto and then the sample size of this study is set at 200. The sampling technique used in this study was incidental sampling, which according Sugiyono (2011: 63) states sampling techniques based on chance that anyone who by chance met with investigators can be used as a sample.

1.4. Data Analysis
Data analysis techniques used in this research is the analysis of structural equation modeling (SEM) using Amos release 21. The reason for using a SEM with Amos 21 because SEM is the most widely used in the world and in addition it has the advantage of SEM can build models with many variables and can test the model with two or more samples. After estimating the model, researchers can still make modifications to the model developed if it estimates produced has a great residual. However, modifications can only be done if researchers can justifiably theoretically strong enough, because SEM is not intended to produce a theory, but the test model has a foothold theory is right or good, therefore, to give interpretation whether the model-based theory test can be received

directly or need modification, the investigator should direct its attention on the predictive power of the model is to observe the amount of residual generated.

IV. Results

1.5. Normality Test

Normality test was used to analyze whether the research data that will be used to test the hypothesis has assumption of normality. According Suliyanto that data is considered normal if it has the value of the critical ratio of 2.58. Based on the above description will be presented normality test results were processed using Amos release 21.

1.6. Construct Validity and Reliability

Results of confirmatory factor analysis to construct research shows measurement model in this study fit indices are good. Results of confirmatory factor analysis also shows indicators that measure the construct validity has Convergen good. This is demonstrated through the value of the loading factor construct the individual indicators above 0.50. More added added that in addition to the value of the size of the loading factor is the reliability of the construct validity of other constructs (construct reliability), extracted variance and discriminant validity. Reliability is a measure of internal consistency of indicators-inikator a variable shape that indicates the degree to which each of the indicator indicating a general shape that is variable.

To test the reliability of the constructs was done by measuring the reliability of construct reliability. The level of reliability of a construct that can be a general acceptance Construct Reliability values greater than 0.7. A construct convergent validity can also be assessed by calculating the average variance extracted (average variance extracted or AVE). Variance extracted variance showed that the number of indicators are extracted by the variable formations developed. AVE high value indicates that indkator-indicator represents that it has developed a variable formations. Figures are recommended for the AVE is greater than 0.5 (AVE> 0.50), Ghozali in Silaban Adnan (2009).

Table 1. Result of Construct Validity and Reliability

No.	Variables	Construct Reliability	AVE	Information
1	Emotional Intelligence	0,886	0,617	Reliable
2	*Servant leadership*	0,877	0,587	Reliable
3	Task Complexity	0,919	0,695	Reliable
4	Organization Culture	0,855	0,545	Reliable
5	Job Motivation	0.872	0,578	Reliable
6	Civil State Aparatus Performance	0,924	0,671	Reliable

1.7. Model Structural Analysis

Before testing the hypothesis in this study, the first to be tested the research model. But before the test image will be presented structural model in this study, after the model test shows that the structural model has given good results, so it is necessary to repair the model, the reason for most of the models already meet the criteria fit.

Table 2. Goodness of Fit Equation Structure before Modification

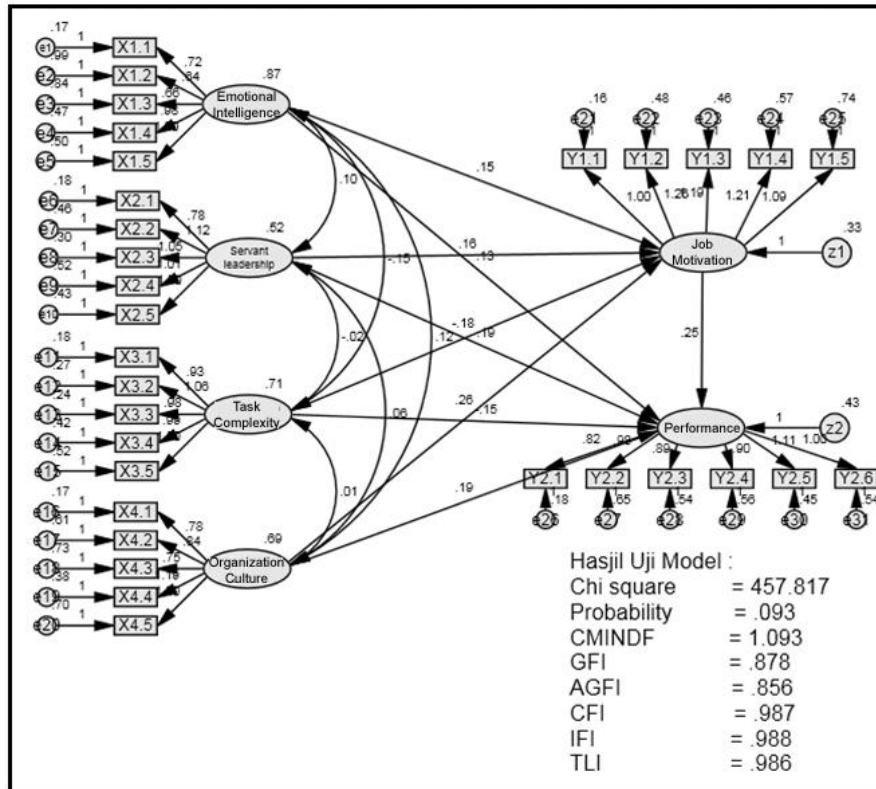| *Goodness of fit Index*	*Cut of Value*	Model Test Result	Information
Chi Square	Chi square (0,05, 419) ≤ 467,73	457,82	Good
Significant	≥ 0,05	0,093	Good
GFI	≥ 0,90	0,878	Fair Enough
AGFI	≥ 0,90	0,856	Fair Enough
RMSEA	≤ 0,08	0,022	Good
C Min/DF	≤ 2,0	1,093	Good
CFI	≥ 0,95	0,987	Good
TLI	≥ 0,95	0,986	Good
IFI	≥ 0,95	0,980	Good

Figure 2. Structural Model Test Result

1.8. Hypotheses Test Result

Before testing the hypothesis then it will first be presented test results significantly between the study variables. Based on these results obtained by the estimated value of 0,153, it can be interpreted that emotional intelligence has positive influence on work motivation. The higher the emotional intelligence will increase the motivation, the CR 2.798> 1.96 and ρ value 0.005 <0.05, it can be concluded that there is significant relationship between emotional intelligence and employee motivation. Hypothesis test results show there is a positive influence between emotional intelligence apparatus performance of the civil state, where the higher the emotional intelligence of the civilian state apparatus performance increases. While the views of Critical Ratio value 1.997> 1.96 and ρ value 0.046 <0.05 indicates there is a positive influence between emotional intelligence and civilian state apparatus performance. Hypothesis test results between servant leadership with work motivation showed no positive effect, judging from 2.380 Critical ratio> 1.96 and ρ value amounted to 0.017 <0.05, this means that there is significant relationship between servant leadership with work motivation. Based on the results of hypothesis testing, it can be said there is a positive influence between servant leadership with the performance of the civilian State apparatus. While the views of the value of the critical ratio of 2.394> 1.96, and ρ value 0.017 <0.05, meaning there is significant relationship between servant leadership with the performance of the civilian State apparatus. From the analysis of the influence of the complexity of the task and motivation showed no negative effect, meaning that the higher the complexity of the task, the work motivation will be low. While the views of -3.096 Critical ratio> 1.96 and ρ value 0.002 <0.05 proves there is a negative influence and significant correlation between the complexity of tasks with work motivation.

Hypothesis test results between the complexity of the task with the performance of the civil state apparatus prove any negative effects of the complexity of the task with the performance of the civilian State apparatus. Where the high complexity of tasks will result in lower state civil apparatus performance. While the views of the value of -2.251 critical ratio> 1.96 and ρ value 0.024 <0.05 proved no significant relationship between the complexity of the task with the performance of the civilian State apparatus. Hypothesis test results between the culture of the organization with motivation showed no positive effect, meaning that the better the culture of the organization, work motivation will increase. While the views of Critical ratio 4.197> 1.96 and ρ value 0 <0.05, it can be concluded that there is significant influence between organizational culture with work motivation. Based on the hypothesis test between the culture of the organization with the performance of civilian state apparatus showed no positive influence of organizational culture with the performance of the civilian state apparatus, which is getting stronger culture of the organization, the performance of the civil state apparatus will increase. Then viewed from the critical ratio 2.503> 1.96 and ρ value 0.012 <0.05, it can be concluded that there

is significant influence between organizational culture with the performance of the State Civil Apparatus. Hypothesis test results between motivation and performance of civilian state apparatus showed that motivation positive effect on the performance of the civilian state apparatus. Wherein the higher the motivation of the civil state apparatus performance will increase. While the views of the value of the critical ratio 2.440> 1.96 and ρvalue 0.015 <0.05, meaning there is significant influence between motivation against civilian state apparatus performance.

Table 3. Estimates Regression Weights

Relationship			Estimate	S.E.	C.R.	ρvalue	Information
Job Motivation	←	EQ	0,153	0,055	2,798	0,005	Significant
Performance_ASN	←	EQ	0,129	0,065	1,997	0,046	Significant
Job Motivation	←	*Servant_leadership*	0,162	0,068	2,380	0,017	Significant
Performance_ASN	←	*Servant_leadership*	0,193	0,080	2,394	0,017	Significant
Motivasi kerja	←	Task Complexity	-0,179	0,058	-3,096	0,002	Significant
Performance_ASN	←	Task Complexity	-0,154	0,068	-2,251	0,024	Significant
Job Motivation	←	Organization Culture	0,262	0,062	4,197	***	Significant
Performance_ASN	←	Organization Culture	0,188	0,075	2,503	0,012	Significant
Performance_ASN	←	Job Motivation	0,246	0,101	2,440	0,015	Significant

V. Discussion

Results of research conducted by researchers at the empirical evidence found to indicate that the factors that can increase the motivation for each apparatus civilian state if supported by their emotional intelligence which is owned by the employees and, in addition to the servant leadership that is applied by the leadership as well as strong organizational culture , while the views of empirical evidence was found that the increasing complexity of the work done by the employees it will affect the high motivation to do the work so the impact on the performance of civil servants the State apparatus. Then from the study conducted by researchers it is found that the factors that increase the performance of civil servants the State apparatus if supported by their emotional intelligence, servant leadership, organizational culture and work motivation. While the complexity of the task affects the performance of the civilian State apparatus. Emotional intelligence and significant positive effect on work motivation, it can be interpreted that the higher the emotional intelligence to every employee, the motivation to work increased. From the results of questionnaires that have been done then the emotional intelligence to every employee who works at the Government Office in Wajo is good, it can be seen from the level of self-awareness in the completion of the work is good, except that each employee has been working in accordance with the self-regulation and responsible for completion of the work. Then every employee own motivation to complete each task, this can be seen from the employee concerned and empathy for each job, and besides that every employee already has the social skills in organization. Furthermore, from the results of hypothesis testing that has been done shows that emotional intelligence is a positive and significant effect on work motivation, meaning the presence of emotional intelligence possessed by every employee in the completion of the work will increase the motivation of the work. Howard (2005: 81) who argued that intelligence is related to the ability to solve problems or create the appropriate value to a particular culture.

While the research conducted by Ahmad (2012: 99) found no significant direct effects and EQ on work motivation. While that suggests that emotional intelligence is related to the skills, abilities and non-cognitive competencies that influence a person to succeed in facing the demands and pressures of work. Then Goleman (2005: 98) suggests that 80% of the success of one's life, including success in business or work environment, influenced by emotional intelligence. Emotional intelligence can help an employee in carrying out or carry out their work, but it can also motivate the employees doing positive work behaviors that extra sincerely and help build social relationships within the family, workplace or office, as well as the social environment.

While the research conducted by the researchers showed that the civilian state apparatus with emotional intelligence possessed can motivate employees to complete the work. This is consistent with the theory put forward by Goleman that emotional intelligence can motivate employees to do the job. Based on the theory advanced by Howard and Robbin it can be said that with high emotional intelligence possessed by every employee will affect employee motivation in completing the work, so that the results of this study are in accordance with the study conducted by Ahmad Fauzi and supports the theory put forward by Howard and Robbins. The results of analysis of the influence of emotional intelligence on the performance of the civilian apparatus of the state, it can be said that empirically singifikan effect on the performance of the civilian state apparatus because the presence of emotional intelligence which is owned by an employee in the completion of the work, support performance improvement civilian state apparatus. Then, seen from the results of hypothesis testing that has been described concluded that emotional intelligence have a significant effect on the performance of the civilian state apparatus.

Research conducted by Wicaksana (2013: 99) who studied the effect of emotional intelligence and work stress on employee performance at the Department of Culture and Tourism of the Province of Central Java. The results showed that emotional intelligence affects the performance of employees and job stress has no effect on employee performance. While the research conducted by Rahmasari (2012) who studied the effect of intellectual, emotional intelligence and spiritual intelligence on employee performance, the results showed that the intellectual, emotional intelligence and spiritual intelligence and significant positive effect on employee performance. Then the views expressed by Boyatzis and Chermiss in Trihandini (2005: 67) that employees who have high emotional intelligence scores will yield better performance. Where the results of the study found that emotional intelligence significantly influence employee performance, so it can be concluded that from the empirical evidence found by the researchers that this study supports the theory put forward by Chermiss in Trihandini.

The results of the analysis have shown no negative influence between servant leadership with work motivation. While the results of hypotheses have been proposed showed no significant effect of servant leadership on work motivation, the reason being that applied servant leadership can already be used as an attempt to authorities at the Government Office in Wajo monitor each employee. The theory put forward by Barbuto and Wheeler stating that servant leadership is usually directly involved in the organization that can build up and encourage their employees to continue to grow. Later in Greenleaf (1999: 102) states a leader regarded as a source of influence to help change for the organization. So from the research conducted by the researchers in this study supports the theory put forward by and Wheeler and Greenleaf.

Based on the results of hypothesis testing that has been done shows that servant leadership and significant negative effect on the performance of the civilian state apparatus, means it can be said that the implementation of servant leadership within the scope of Wajo District Government offices would enhance the performance of the civil state apparatus. Trisnawati (2015) investigated the influence of servant leadership and emotional intelligence to the performance of an employee health center in the district of Pontianak City. The results showed that servant leadership and significant positive effect on employee performance. While the research conducted by Rony Setiawan (2015) examined the influence of leadership on the performance of public services ministry civil servants in Bekasi city government.

Druny in Washington (2007: 110) states that servant leadership with regard to performance, so that the employee's performance is closely related to servant leadership. While Mukasabe (2004: 78) who argued that servant leadership has a responsibility to serve the interests of followers so that they become more prosperous, otherwise the followers increase their motivation in achieving business objectives and the stability of the leader. This makes the two are related to each other, so in this study supports the opinion of Druny and Mukasabe.

The complexity of the task and a significant negative effect on work motivation. It can be said that with the high complexity of tasks in completion of the work will cause low employee motivation. It is seen by several factors each employee have high ambiguity in the completion of the work and any alternative in the completion of the work can be easily identified by employees well. Then from the hypothesis test showed that the complexity of the task significant effect on work motivation. Task complexity theory proposed by Gould (1979: 88) states with widespread job complexity it is hoped will provide satisfaction for employees.

So from the results of this study support the theory put forward by Gould that the complexity of the task will motivate employees in the completion of the work. Effect of task complexity negatively affect the performance of the civilian state apparatus. It can be said that with the high complexity of tasks in completion of work, would cause civilian state apparatus performance decreases. Then, from the results of hypothesis testing that has been conducted shows that the complexity of the task significant effect on employee performance. While the research conducted by Eny Parjanti (2014) who studied the effect of accounting information systems, leadership and complexity of the task force on employee performance. Where the results of the study found that the complexity of the task affects the performance of employees, while the leadership style influence on employee performance. While the research conducted by Siti Asih Nadhiroh (2010) examined the effect of task complexity, task orientation and self-efficacy on performance.

Then Sanusi and Iskandar (2007) shows that the complexity of the task will decrease the performance of auditors. While Restuningdiah and Indriantoro (2009) which states that the high degree of difficulty in the audit assignment will degrade the performance of auditors. Furthermore, from research conducted by investigators obtained evidence that the complexity of the task would result in civilian state apparatus performance decreases, so that from the study conducted by researchers in line with the theory and previous research. The results of the analysis conducted, showed that organizational culture positive and significant effect on work motivation, where every increase organizational culture within the Government Office Wajo, then the motivation to work increased, it is constituted by a factor of encouragement given by the leadership to employees in the completion of work and besides that every employee is given the opportunity to make decisions related to the duties and responsibilities for each employee. Later than that in doing the work, especially in the scope of the Government

Office Wajo then any leadership control and oversight of the every completion of work performed by employees, and besides that every leader has zero tolerance for any conflicts or problems that occur.

Furthermore, from the results of hypothesis testing have shown no significant effect of organizational culture on work motivation, so it can be said that the implementation of the organizational culture significant effect on work motivation. Research conducted by HT. Koesmono (2011: 101) examines the influence of organizational culture on the motivation and job satisfaction and employee performance in the sub sectors of wood processing industry in East Java Medium Scale. The results showed that organizational culture influence on work motivation, job satisfaction and employee performance in Sub Medium Sized Wood Processing Sector in East Java. While Emmy (2013) found the effect of compensation, organizational culture on motivation and performance of employees, the results showed that the compensation has not been able to contribute to the work motivation and performance but cultural organizations such as the application of the rules given employee influence on the quality of work that will give positive contribution to the performance of employees, so the results of this study support previous research.

The influence of the culture of the organization with the performance of the state civil apparatus positive effect, where the presence of organizational culture will be able to improve the performance of the civil state apparatus, which means that the organizational culture is applied properly it will be able to improve the performance of the civil state apparatus. Then, from the results of hypothesis testing that has been done indicates that organizational culture significantly influence the performance of the civilian state apparatus, where the implementation of the organizational culture will contribute to improving the performance of the apparatus in the state civil Government Office in Wajo. Research conducted by Fizla Wirda (2012) examined the influence of organizational culture on employee performance at Politeknik Negeri Padang. The results showed that organizational culture significantly influence employee performance at Politeknik Negeri Padang, while the organizational culture theory put forward by Robbin in Vienna (2012) which states that the culture of the organization will be able to improve employee performance.

Robbins (2003: 122) argues that organizational culture shows the contents of the competitive advantage of the organization, when objective factors prepared the same for all employees will leave the organization's culture. A strong culture will have an impact on performance and job satisfaction, organizational culture of the theory put forward by Robbin in line with research conducted by the researchers. Obtained from empirical evidence shows that a strong organizational culture that will improve the performance of the civil state apparatus. Motivation has positive influence on employee performance, it can be interpreted that the higher the motivation given to employees will be able to improve the performance of the civil state apparatus. While the results of hypothesis testing that has been done shows that motivation significantly affect the performance of the civilian state apparatus, so that from this study indicate that the implementation of motivation carried out by the leadership of the organization, especially at the Government Office in Wajo will support performance improvement civilian state apparatus. Then, from research conducted by Margaret H. (2013), which examines the influence of work motivation on employee performance in PT. Indosat, Tbk. The results showed that motivation positive and significant effect on employee performance.

While the research conducted by Lusi Nanda (2014), which examines the influence of work motivation, internal control and organizational commitment to employee performance. The results showed that motivation positive and significant effect on the performance of employees and internal controls and organizational commitment positively affects performance, so that the results of this study support previous research. Armstrong (2009: 116) argue that the relationship between motivation and performance is positive because employees have a high motivation to work it will produce peak performance. Later research conducted by Emmy and Ahmad Sadiro (2013) in which the results of the study found that motivation influence on employee performance, so that the results of this study support the theory that has been proposed by Armstrong and research conducted by Emmy and Sadiro.

VI. Conclusion

Implications theory suggests that in this study can be used as reference material reference to theories about human resources, particularly those related to emotional intelligence, servant leadership, task complexity, organizational culture and work motivation and performance of employees and this research is a factor of emotional intelligence, task complexity, cultural organizations can improve the motivation and performance of employees. These results imply that the improved performance of civil state apparatus, especially in the sphere of government offices Wajo can be enhanced through their emotional intelligence, task complexity, and organizational culture. The results of this study are expected to contribute to the science of economics, in particular issues related to performance of the apparatus of civil countries that are affected by their emotional intelligence, servant leadership, task complexity, organizational culture and work motivation, so it can have a positive impact to the service perceived by the public in Wajo.

VII. Further Research Direction

The suggestions can be given with respect to the results and conclusions are as follows 1) advice to the Government Office of Wajo is suggested that to increase the motivation of the performance of the performance of the civil state apparatus, should improve emotional intelligence, organizational culture in the implementation of the completion of the work; and suggested the organization's leaders should further increase employee motivation by providing awards to employees who excel; once 2) suggestions for future research is necessary to add variables regarding factors that influence motivation in relation to the performance of the civil state apparatus, especially in the sphere of Government Office.

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