

Leadership and Local Culture Influence on State Civil Apparatus' (ASN) Job Satisfaction and Performance at Soppeng Regional Organization

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Abstract: - This study aimed to: (1) test and analyze the influence of leadership on job satisfaction of ASN; (2) to test and analyze the effect of leadership on the performance of ASN; (3) to test and analyze the effect on performance leadership on satisfaction of ASN; (4) to test and analyze the influence of local culture on job satisfaction of ASN; (5) to test and analyze the influence of local culture on the performance of ASN; (6) to test and analyze the effect on the performance of the local culture through ASN job satisfaction; and (7) to test and analyze how was the of influence job satisfaction on the performance of ASN. This type of research was quantitative research with the positivist approach using primary data through a survey with sample 185 people with a total population of 1998 people. The research was conducted at 37 Regional Organization (WTO) in Soppeng held on October 2018 to January 2019. Data analysis technique used was descriptive analysis to describe the research variables and inferential analysis through the Structural Equation Modeling (SEM) to explain the contribution between exogenous variables on endogenous variables through hypothesis testing. The results shown that: (1) Leadership significantly had positive effect on job satisfaction of ASN $P = 0.041 > 0.05$ and the value contribution of 14.4%; (2) Leadership insignificantly had positive effect on the performance of ASN $P = 0.0495 > 0.05$ and the value contribution of 4.2%; (3) Leadership significant had positive effect on job satisfaction and performance through $P = 0.050 > 0.05$ and the value contribution of 10.9%; (4) The local culture significant had positive effect on job satisfaction and $P = 0.000 > 0.05$ and the value of contributions of 83.4%; (5) The local culture significant had positive effect on the performance of the $P = 0.004 > 0.05$ and the value of contributions of 45.4%; (6) The local culture had significant positive effect on job satisfaction and performance through $P = 0.007 > 0.05$ and the value of contributions of 84.1%; and (7) Job satisfaction had positive significant with $P = 0.005 > 0.05$ and the value of contributions reached to 46.5%.

Keywords: - Leadership, Job Satisfaction, Local Culture, and Performance.

1.0 Introduction

Soppeng District Government as part of the Area Republic of Indonesia and one of the local governments in the province of South Sulawesi also tried to answer the ideal in Indonesia Emas or The Gold Indonesia and Nawacita and Vision Mission Program of South Sulawesi province. Vision Medium Term Development Plan (RPJMD) Soppeng 2016-2020 is: "Government Serve and Better". The vision implies that Soppeng "rule would better serve" and "the area will be better". There are two principal visions on this vision statement of "governance serving" and "Soppeng is better".

Not only in the field of public services, the Government is also aware that Soppeng ASN performance improvement should be coupled with a variety of performance improvement programs such as the provision of additional intensive through program wages performance and various training programs and competency development. For a program providing performance benefits, beginning in 2018. While competence development program carried out by providing a special budget in Document Program and Budget (DPA) of each unit and the regional organization (WTO). In each unit, and the WTO, there is a ready fund that can be

used at any time for competence development programs.

But of course the various public services for improvement programs, improved performance in Soppeng's ASN and various strategic programs to improve their performance, still in need of improvement. It is because not all the programs designed by the government can be considered successful Soppeng and yet provide maximum results. Such programs have not been able to create a clean public service accountable, effective, and efficient, and has a quality public services.

In some human factors services sector plays an important role in determining the success, but there are still some problems. For example, there are still shortcomings in clarity of service personnel, the presence and the certainty that provides services officer (name, position and authority and responsibility). In addition, the discipline of service personnel still unaccounted not maximized. Seriousness officers in providing services mainly to the consistency of working time according to regulations, still in need of improvement. Competency enhancement program also looks not give good results. The ability of service personnel, the level of expertise and the skills of personnel in providing/finish service to society, it is felt shortcomings.

No maximum range of conditions above, it has become a 'disease' chronic in almost all local governments in Indonesia, including Soppeng. From the research results Ombudsman Republic of Indonesia Year 2016 on the assessment of compliance with the standards of service and competence of service providers stated that the assessment of the fulfillment of the standard components of service in 33 provinces showed unfavorable results. A total of 39.39% or 13 the provincial government entered the green zone with high adherence predicate, 39.39% or 13 the provincial government included in the yellow zone with moderate adherence predicate and 21.21% or 7 provincial government entered the red zone with the predicate compliance low.

More of those findings explained that of the total sample of 5486 respondents, there were 372

respondents or 6.78% stating place less comfortable service. In the case of airport accordance organizers existing service standards, service user respondents revealed as many as 498 respondents, or 9.08% of those served are not according to the standard of service. Still have a mismatch standard services such as mismatches costs and the timing of the care of the service of which is informed by the service providers into the entrance of the mall administration practices.

In addition, the tangible manifestation of mal administration practices, such as the occurrence of illegal fees and brokering, as a result of the incompatibility of the standard of service received by users of the service. For illegal acts such as extortion, a total of 225 respondents or 4.10% said it still be illegal activities, and as many as 680 respondents, or 12.40% claimed they contained illegal brokerage services in the care of the service.

Other data that shows the low quality of services local government bureaucracy outlined in the Study of Measurement and Evaluation of Management Performance of civil servants in the Region explained that the results of Performance Index Management PNS (IKM) only achieved by three (3) local governments out of 44 local governments that returns the instrument or by 6.82%. The local government is the third district with SME Jembarana 74, Kulon Progo with 61 SMEs, and by SME Slemen District 61. While local governments that receive lower predicate as many as 26 or 59%. The local government is very low which is awarded by 15 or by 34%. Soppeng itself is in the category Very Low rated IKM only 31% (LAN 2011).

Though the apparatus of civil state (ASN) has an important role in public service, public service is done in an effort to meet the needs of the public and the implementation of the provisions of the legislation as set out in the Law of the Republic of Indonesia Number 5 Year 2014 About Apparatus State Civil explaining that that in the framework of the implementation of the ideals of the nation and realize the goal of the state, it is necessary to build the apparatus of civil country with integrity, professional, neutral and free from political interference, free from corruption, collusion and

nepotism, as well as capable of carrying out a public service to the community and being able to running role as adhesive element of national unity.

One source of problems is the poor performance of employees' bureaucracy ASN with negative behavior shown by the ASN. These behaviors that promote a negative image, the service is slow, cumbersome, not innovative, insensitive, lazy, and do not care. ASN portrait now reveals conditions far are encouraging. Currently, the ASN is described to have a level of professionalism that is low, service capabilities that are not optimal, low levels of reliability, assurance, tangibility, empathy and responsiveness, does not have the level of integrity as a government employee that does not have a holding capacity emotionally with the agency and its duties, the high abuse of authority (CCN), a low level of well-being and not associated with the level of education, achievement, productivity and discipline (Samiaji, 2012). These conditions result in low performance of ASN in carrying out its duties and responsibilities in serving the community.

Soppeng District Government is also facing problems with the level of attendance at work ASN sometimes fluctuate. Lack of attendance system integrated and digitized create Soppeng Regency difficulty in controlling the level of attendance of employees. In addition, the implementation of the program is also a lot of not running optimally. It was seen with an absorption rate of year budget to be in a stagnant condition. In the 2015 budget absorption only reached 65 percent and in 2017 this year increased only slightly to 69 percent.

On Government Performance Reports Books Soppeng of 2017 published by the Agency for Development Planning, Regional Research and Development (Bappelitbangda) Soppeng, the gains of development certainly looks promising. However, not all areas showed a good development that still have to be improved.

Of the 27 (twenty seven) that the achievement of performance targets, equal to or greater than the target value scale $91 >$ percent of the performance category of Very High; Two (2) that the achievement of performance targets under the

target with a scale of 76 values < 90 with high-performance category; Two (2) that the achievement of performance targets under the target with a scale of 66 values < 75 with medium performance category; 1 (one) target achievement of performance targets to the rating scale below 51 < 65 with low performance category; three (3) that the achievement of performance targets under the target with a scale score of < 50 with very low performance category; and 1 (one) the average target achievement performance cannot be measured because there are still indicators of achievement cannot be calculated/provided.

Furthermore, the results of public satisfaction (Indekx Community Satisfaction) Soppeng 2016 obtained through YAS Indonesia survey showed that 10 (ten) dimensions are used as a parameter in the implementation of this survey, consisting of: the dimension requirements, dimensions procedures, dimension service time, the dimensions of fees / tariffs, the dimensions of the product specification services, the dimensions of competence executor, dimensional behavior of implementers, dimensions edict services, dimensional handling of complaints, and dimensions of facilities and infrastructure with the result that, in general, the average level of community satisfaction with services in the District Soppeng in the medium category. See the report, in general it can be concluded that the performance of the Government of Soppeng has not been particularly high and is still in the moderate category that requires a lot of ways to achieve the high performance of the government.

Many factors can affect performance, one of which is leadership. Performance is influenced by intrinsic factors that personal individual, covering the elements of knowledge, skills (skills), ability, confidence, motivation and commitment possessed by each individual and extrinsic factors that leadership that includes aspects of the quality of the manager and the team leader in providing encouragement, enthusiasm, guidance and support to employees working, system, team, situational, and conflict, (Sjafri 2007). Further according to Rival (2004 leadership (leadership) is the process of influencing or set an example to their followers

through pres communication in an effort to achieve organizational goals. Overall action to influence and invigorate the people in a joint effort to achieve the goal.

In addition to leadership, job satisfaction is also one factor that can affect the performance of employees. High and low levels of job satisfaction felt by employees will affect employee commitment to the organization, and that commitment will affect employee satisfaction is concerned. Employees who are satisfied will be more likely to be involved in the organization to improve productivity, while employees who are not satisfied then it will affect the passage of the organization in achieving the goals. According to Robert L. Mathis and John H. Jackson (2001) although job satisfaction was interesting and important, the most fundamental thing is the effect of job satisfaction for the organization that will affect the performance of the employee (employees).

Job satisfaction is defined as an individual's general attitude toward his work (Robbins, 2006). Job satisfaction can also be described as an emotional state employee who happened or did not happen a meeting point between the value of fringe benefits for employees and the company or organization to the level of the value of fringe benefits that are desired by the employee (Martoyo, 2000). Job satisfaction can also be interpreted as an emotional state clerks were pleasant or unpleasant which employees view their work from the state (Handoko, 2001). Employee satisfaction will influence the attitudes and behavior of employees at work, especially behavior that will be reflected in the rate of workplace accidents, absenteeism, moral level, and the rate of labor turnover.

Another factor that can affect the performance of employees is the local culture. The local culture is a matter of life Bugis ethnic communities in the values and principles that constitute the handle which is believed to live together in society Bugis tribes. As according Liliweri (2002) culture is the way of life of a group of people in the form of attitudes, beliefs, values, and symbols they receive without realizing that everything is passed on

through the process of communication from one generation to the next.

The key values of culture Bugis stated that the role of culture Bugis in South Sulawesi in the form of selfhood and independence, and has managed to show the Bugis as those brave organize, develop and humble, in addition to other tribes, as a portion of the nation Indonesia. Bugis cultural expression is seen to be a moral life and national development. (Rahim, 1985).

The key values should be viewed as values intact and has two sides, like a coin; price rests on two sides. One state that, primary values (Traditional), Honesty (Lempu '), scholarship (Acca), Decency (Asitinajang), Firmness (Getteng), Business (Reso) and Dignity (Siri'). Those values are not only rights but also obligations culture of culture, both the enactment of these values among people and between Bugis particular man of their fellow creatures.

2.0 Literature Review

2.1 Leadership

The meaning of the word "leadership" is closely related to the meaning of the word "lead". Said lead implies the ability to mobilize all available resources in an organization so that it can be utilized to the maximum to achieve the goals set.

According Wahjosumidjo (2007), in practice the organization, the word "lead" connotes moving, directing, guiding, protecting, fostering, giving the example, encouragement, assistance, and so forth. How many meanings contained in the word lead, giving an indication of how widespread the duties and roles of a leader of the organization.

The leader / leader has a sense of the kinds of experts. Here are some definitions of leadership proposed by the experts include: According Hasibuan (2011), a leader is someone who uses the authority and leadership to direct other people and was responsible for that person's work in achieving a goal. According Kartono (2010), a leader is a person who has the skills and strengths, in particular skills and strengths in one area so that he was able to influence others to jointly carry out

certain activities for the achievement of one or more goals.

According to Henry Pratt Fairchild (Kartono 2010) is a leader who leads by the way social behavior by initiating, directing, organizing or controlling the business / the efforts of others or through power and position.

Leadership in this research is the ability of individuals who possessed the leadership or the people holding positions at the regional Organization (WTO) in Soppeng to influence motivate, and make the people they lead is able to contribute to the effectiveness and success of the organization. Leaders are defined in this study are those who occupy positions in the regional organization (OPD) from head section, the head of the Field, Chairman / Head of the OPD, and and Head of Department. Leadership indicators refer to the theory and Handoko Reksohadiprojo Davis in 2003 are: intelligence, maturity, the attitudes of human relationships, self-motivation and encouragement of achievement, have a strong influence, has a good relationship patterns have certain qualities, has a position or positions, being able to interact, and capable of empowering.

2.2. Job satisfaction

According Wexley & Yukl (1997) job satisfaction is "the way an employee feels about his her job". This means job satisfaction as "a person's feelings towards work", which appears in the positive attitude of employees towards work and everything encountered in the work environment. Job satisfaction is an assessment of how much workers are overall satisfactory job needs.

Job satisfaction can also be interpreted as an emotional state employees were pleasant or unpleasant which employees view their work from the standpoint of (Handoko, 2001). Employee satisfaction will influence the attitudes and behavior of employees at work, especially behavior that will be reflected in the rate of workplace accidents, absenteeism, moral level, and the rate of labor turnover. Where all this will affect the level of employee productivity.

Job satisfaction will be related to employee engagement in the organization. If the job satisfaction is not awake likely result in high out (turnover) of employees of the organization. In addition, employee job dissatisfaction can be identified from the low employee productivity, high absenteeism in the work, and the lack of commitment to the organization. Job satisfaction is one of the important elements in the organization. Job satisfaction itself can be interpreted as the result of conclusions based on a comparison of what is real is received by an employee from his job as compared to what was expected, desirable and considered as worthy or entitled him (Gomes, 2003).

Job satisfaction is indispensable for employees because of the presence of employee satisfaction can improve productivity. Their job dissatisfaction among employees can lead to things that are not profitable for the company and the employees themselves.

Job satisfaction is referred to in this study is an emotional state ASN at the regional Organization (WTO) in Soppeng that feels pleasant or unpleasant, satisfied or not satisfied with the job that affect productivity. Job satisfaction indicators adopted from theory (Stephen P. Robbins 2003; Nelson and Quick, 2006; Hasibuan 2008; and Shopiah 2008) as follows: type of job, co-workers, promotion, supervision, work environment, and wages.

2.3. Local culture

Koentjaraningrat (2002) the word culture comes from the Sanskrit word budhayah, which is the plural form of buhdi which means mind or intellect. Thus the culture can be interpreted things that are concerned with the intellect. While the word culture is a pluralistic development of cultivation which means the power of the mind so as to distinguish between traditional means of power means that the result of creativity, initiative and sense. (Munandar, 2005).

Culture is the whole idea and work of the man, who must be familiar with the study, together with the whole of the cultivated his work. Culture is an

overall total than anything ever produced by a human being who control this planet since the time he appeared on earth approximately four million years ago, until now (the approximate time of the appearance of humans on this earth, is the result of analyzes latest potassium-argon method to measure the age of the earth's layers). (Koentjaraningrat., 2002).

According Liliweri (2002) culture is the way of life of a group of people in the form of attitudes, beliefs, values, and symbols they receive without realizing that everything is passed on through the process of communication from one generation to the next. Hawkins (2012) says that culture is a complex which includes knowledge, belief, art, morals, customs and any other capabilities and habits of human beings as part of society.

Local culture is referred to in this research is the grip and vision apparatus of the state unit (ASN) which is as the tribe of society Bugis contained in values as the handle and the principle of life that is believed to be together in working to achieve the goals of the organization and community life.

In terms of the local culture, ethnic Bugis and Makassar are two of the four major ethnic groups residing in South Sulawesi. In essence, the culture and way of life are generally the same Bugis and in harmony with the culture and way of life of Makassar. Therefore discusses Bugis culture is difficult to remove with a discussion about the culture of Makassar. This is in line with the view of Abdullah (1985) which says that the family system or the kinship of human life and human Bugis Makassar, it can be said there is almost no difference. Further stated that these two ethnic groups (Bugis and Makassar tribe) is essentially a cultural unit. Therefore, what is true in the world of human Bugis Makassar also apply to humans.

Local culture is referred to in this research is the grip and vision apparatus of the state unit (ASN) which is a tribal society Bugis contained in values as the handle and the principle of life that is believed to be together in working to achieve the goals of the organization and community life.

Local cultural indicators adopted from theory (Rahim, 1985 and Mattulada 1998) described as follows. Indicators of local culture adopted from the theory (Rahim, 1985 and Mattulada 1998) described as follows: sipakatau' (mutual respect), lempu' (honest), acca' (intelligence), asitinajang' (propriety), getteng' (firmness), reso' (business), siri' (dignity).

2.4. Performance

Performance (performance) is the result of the quality and quantity of work achieved by the employee in performing their duties in accordance with the responsibilities given to him. Performance results are a good organization such organizations are profit-oriented and non-profit oriented generated during a period of time. Then secaramelakukan what is done and how to do it, (Wibowo, 2010).

Ruky, (2002) performance is the achievement or something accomplished. This opinion is reinforced Gibson, et al., (2003) which stated that performance is a result of work related to the purpose of efficient and effective organization. Similarly Simanjuntak, (2005) suggested the performance is the level of achievement of results on the implementation of certain tasks in order to realize the objectives of the organization.

Another opinion of Mangkunagara, (2007) states the performance is the result of the quality and quantity of work achieved an employee in performing their duties in accordance with the responsibilities given to him. Similarly, opinions Dessler, (2009) stated that individual performance (job performance) is the actual achievement of employees compared with the expected accomplishments of employees. The expected performance is the achievement standards set as a reference so that it can see the performance of employees as compared to the standard position created. Moreover, it can also be seen in the employee's performance against other employees.

Performance in this research is a result of the quality and quantity of work achieved by the ASN at the Regional Organization (WTO) in Soppeng in performing their duties in accordance with the

responsibilities given to him. The performance indicators adopted from theory (Mangkunegara 2009; Rizky 2001; Act 43 of 1999; and Sedarmayanti 2001) as follows: Quality, Quantity, Cooperation, Communication, Responsibility, Initiative, On Time, and Faithfulness

3.0 Conceptual Framework and Hopotesis

The conceptual framework of this research outlined in the following figure:

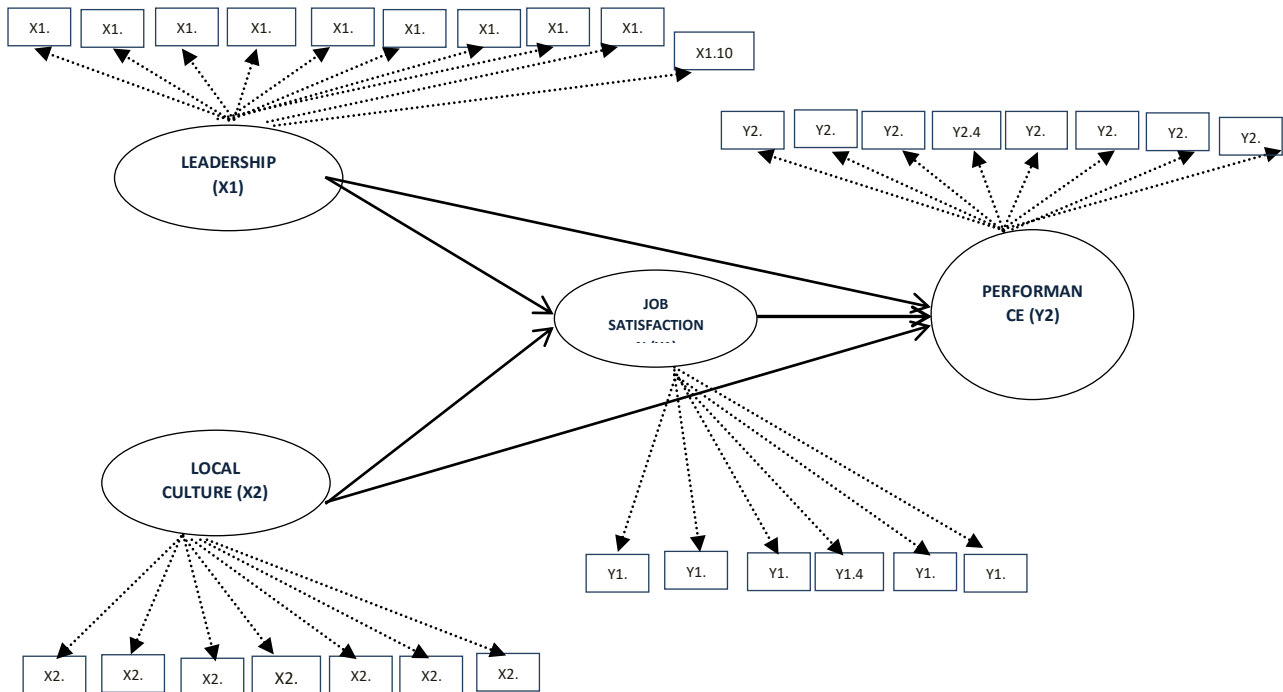


Figure 1: Research framework

Description of Indicators:

Leadership (X1)

- X1.1. : Intelligence
- X1.2. : Maturity
- X1.3. : The attitudes of human relationships
- X1.4. : Self-motivation and encouragement of achievement
- X1.5. : Have a strong influence
- X1.6. : Has a good relationship patterns
- X1.7. : Have certain qualities
- X1.8. : has a position or positions
- X1.9. : Being able to interact
- X1.10: Capable of empowering

(Davis in Reksohadiprojo dan Handoko 2003)

Local Culture (X2)

- X2.1. : Mutual respect (Sipakatau)

- X2.2. : Honest (Lempu')
 - X2.3. : Intelligence (Acca')
 - X2.4. : Propriety (Asitinajang')
 - X2.5. : Firmness (Getteng')
 - X2.6. : Business (Reso')
 - X2.7. : Dignity (Siri')
- (Rahim, 1985 dan Mattulada, 1998)

Job Satisfaction (Y1)

- Y1.1. : Type of job (Stephen P. Robbins 2003)
- Y1.2. : Co-workers (Stephen P. Robbins 2003)
- Y1.3. : Promotion (Yuwono, 2005)
- Y1.4. : Supervision (Nelson and Quick 2006)
- Y1.5. : Work environment (Marihot 2002)
- Y1.6. : Wages (Shopiah 2008)

Performance (Y2)

- Y2.1. : Quality (Mangkunegara 2009)

- Y2.2. : Quantity (Mangkunegara 2009)
- Y2.3. : Cooperation (Fadel 2009)
- Y2.4. : Communication (Rizky 2001)
- Y2.5. : Responsibility (UU 43 Tahun 1999)
- Y2.6. : Initiative (Sedarmayanti 2001)
- Y2.7. : On Time (Sedarmayanti 2001)
- Y2.8. : Faithfulness (Sedarmayanti 2001)

- 6. Local culture has a positive effect on performance through job satisfaction ASN at the regional Organization (WTO) in Soppeng.
- 7. Job satisfaction has a positive effect on the performance of ASN at the regional Organization (WTO) in Soppeng.

Hypothesis

1. Leadership has a positive effect on job satisfaction ASN at the regional Organization (WTO) in Soppeng.
2. Leadership has a positive effect on the performance of ASN at the regional Organization (WTO) in Soppeng.
3. Leadership has a positive effect on performance through job satisfaction ASN at the regional Organization (WTO) in Soppeng.
4. Local culture has a positive effect on job satisfaction ASN at the regional Organization (WTO) in Soppeng.
5. Local culture has a positive effect on the performance of ASN at the regional Organization (WTO) in Soppeng.

4.0 Methodology

This type of research is quantitative research approaches positivist was held on Month October 2018 up from January 2019 in thirty-seven regional organization (WTO) Down Shade Government Soppeng district with a total population of 1998 people and a sample of 185 people taken in proportion to the using the formula Slovin (2001). Data were collected through literature review method, questionnaire, interview, and documentation were then analyzed with descriptive analysis and infrensial by Structural Equation Modeling (SEM) which begun from the validity and reliability of the instrument and test the fit.

4.0 Findings and Discussions

4.1. Findings

4.1.1. Results Descriptive Analysis

Table 1: Characteristics of Respondents

No.	characteristics of Respondents	Frequency	Percentage (%)
1.	Gender		
	Man	90	51.4
	woman	95	48.6
2.	Age		
	20-30 Years	12	6.5
	31-40 Years	75	40.5
	41-50 Years	46	24.9
	51-60 Years	51	27.6
3.	Education		
	S-2	50	27.0
	S-1	123	66.5
	Diploma	6	3.2
	High School or equivalent	6	3.2
4	Rank Group		
	IIa - IID	4	2.2

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No.	characteristics of Respondents	Frequency	Percentage (%)
	IIIa - IIID	138	74.6
	IVa - IVD	43	23.2
5	Length of work		
	15 years	28	15.1
	6-10 Years	52	28.1
	11-15 Years	35	18.9
	16-20 Years	15	8.1
	> 20 Years	55	29.7

Source: Sports Data 2019

Table 2: Descriptive Variables

No.	variables	Mean value	Category
1	Leadership (X1)	4.30	Very important
2	Local culture (X2)	4.39	Very important
3	Job Satisfaction (Y1)	4.30	Very important
4	Performance (Y2)	4.29	Very important

Source: Sports Data 2019

Table 3: Loading Factor (λ) Each Variable

Indicator Variables	Loading Factor (λ)	Critical Ratio	Probability (p)	Information
X1.1	0786	13 546	<0.001	Significant
X1.2	0768	13 012	<0.001	Significant
X1.3	0778	13 397	<0.001	Significant
X1.4	0717	11 794	<0.001	Significant
x1.5	0837	15 190	<0.001	Significant
X1.6	0876	16 582	<0.001	Significant
X1.7	0844	15 475	<0.001	Significant
X1.8	0769	13 135	<0.001	Significant
X1.9	0871	Fix	<0.001	Significant
X1.10	0849	17 497	<0.001	Significant
X2.1	0836	11 039	<0.001	Significant
X2.2	0836	12 893	<0.001	Significant
X2.3	0829	12 763	<0.001	Significant
X2.4	0795	Fix	<0.001	Significant
X2.5	0829	12 793	<0.001	Significant
X2.6	0825	12 712	<0.001	Significant
X2.7	0757	11 269	<0.001	Significant

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Indicator Variables	Loading Factor (λ)	Critical Ratio	Probability (p)	Information
Y1.1	0857	13 580	<0.001	Significant
Y1.2	0783	11 985	<0.001	Significant
Y1.3	0801	12 324	<0.001	Significant
Y1.4	0787	12 020	<0.001	Significant
Y1.5	0794	12 206	<0.001	Significant
Y1.6	0805	Fix	<0.001	Significant
Y2.1	0872	Fix	<0.001	Significant
Y2.2	0731	12 243	<0.001	Significant
Y2.3	0785	13 634	<0.001	Significant
Y2.4	0889	16 927	<0.001	Significant
Y2.5	0800	14,030	<0.001	Significant
Y2.6	0828	13 597	<0.001	Significant
Y2.7	0792	13 626	<0.001	Significant
Y2.8	0798	12,388	<0.001	Significant

Source: Sports Data 2019

4.1.2. Analysis Infrensial

4.1.2.1. Recent Model Measurement Variable Relations

Measurement of the final model the relationship between variables, as in the following figure

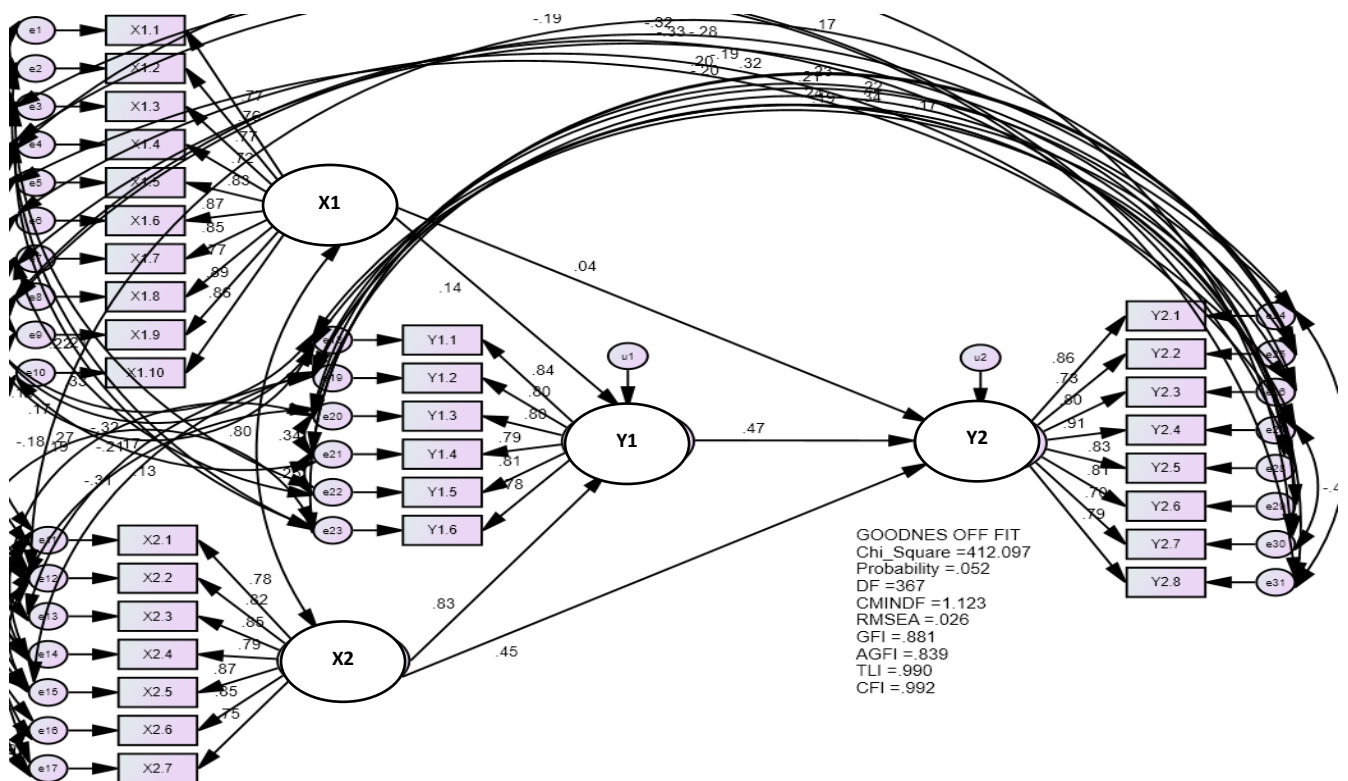


Figure 2. Measurement Model Variable Final Relationship

4.1.2.2. Evaluation Criteria Goodness of Fit Indices Overall Model

Evaluation Criteria Goodness of Fit Indices Overall Model described in the following table.

Table 4: Descriptive Variables

Goodness of fit index	Cut-off Value	Results Model *	Information
χ^2 - Chi-square	expected to be small	412 097 <(0.05: 367 = 412 671)	Well
probability	$\geq 0:05$	0052	Well
CMIN / DF	$\leq 2:00$	1,123	Well
RMSEA	$\leq 0:08$	0026	Well
GFI	≥ 0.90	0881	marginal
AGFI	≥ 0.90	0839	marginal
TLI	≥ 0.92	0,990	Well
CFI	≥ 0.92	0992	Well

Source: Sports Data 2019

Table 5: Hypothesis Testing

Hip	variables			effect			Value	Add
	Inde pendent	Interrelation	Dependent	Directly	Indirectly	Total		
1	Leadership	-	Job satisfaction	0144	-	0144	0041	S
2	Leadership	-	performance	0042	-	0042	0495	TS
3	Leadership	Job satisfaction	performance	0,042	0,067	.109	0,050	S
4	Local culture	-	Job satisfaction	0834	-	0834	0,000	S
5	Local culture	-	performance	0454	-	0454	0004	S
6	Local culture	Job satisfaction	performance	0.454	.387	0.841	0007	S
7	Job satisfaction	-	performance	0465	-	0465	0005	S

Description: (S: Significant; TS: No Significant).

Source: Sports Data 2019

The interpretation of the results of hypothesis testing as follows:

1. Variable coefficient value of leadership on job satisfaction for 0144 with $P = 0.041 > 0.05$. The data shows that the leadership of significant positive effect on job satisfaction so that the first hypothesis is accepted.
2. Coefficient of leadership variables on the performance of 0042 with $P = 0495 > 0.05$. The data shows that the leadership has no significant positive influence on the performance of ASN, so that the second hypothesis is rejected.
3. Coefficient of leadership variables on the performance of ASN through job satisfaction for 0109 with $P = 0.050 > 0.05$. The data shows that the leadership of significant positive effect on the performance of ASN through job satisfaction, so the third hypothesis is accepted
4. Coefficient of local cultural variables on job satisfaction for 0834 with $P = 0.000 > 0.05$. The data shows that the local culture

significant positive effect on job satisfaction, so that the fourth hypothesis is accepted.

5. Coefficient of local cultural variables on the performance of 0454 with $P = 0.004 > 0.05$. The data shows that the local culture significant positive effect on the performance of ASN, so the fifth hypothesis is accepted.
6. Coefficient of local cultural variables on the performance of ASN through job satisfaction for 0841 with $P = 0.007 > 0.05$. The data shows that the local culture significant positive effect on the performance of ASN through job satisfaction, so the sixth hypothesis is accepted.
7. Variable coefficient value of job satisfaction on the performance of 0465 with $P = 0.005 < 0.05$. The data show that job satisfaction significant positive effect on the performance of ASN, so the seventh hypothesis is accepted.

4.1. Discussion

4.1.1. Leadership Influence on Job Satisfaction

Results of research by testing the hypothesis outlined in Table 5 was obtained coefficient leadership variables on job satisfaction for 0144 with $P = 0.041 > 0.05$. The data shows that the leadership of significant positive effect on satisfaction, it can be explained that their good leadership and planned will create better job satisfaction ASN. These results mean that the leaders of the OPD in Soppeng able to implement effective leadership qualities and has used its authority so as to increase job satisfaction ASN lead. Leaders have been able to motivate, change attitudes, and behaviors ASN ASN thus obtain satisfaction in work.

These results reinforce Kuswadi statement (2004) that the leader must always be able to feel what is required of employees so that employees will feel satisfied. The opinion was confirmed by Suhendi and Anggara (2010) which states that the role of leaders can affect morale and job satisfaction, safety, quality of work life, and the level of organizational performance. According to Saso (2008) if the leadership is able to apply the right leadership, the employees will feel satisfied that ultimately improve their performance towards more

productive. According to Miller et al. (1991) showed that the leadership has a positive relationship to the job satisfaction of employees.

The results of another study that consistent with this study is Durowaju, et al (2013); et al (2013); Khalid A, (2015) with the result that that the leadership has the influence and contributions to employees' satisfaction, and the results of Jesus AK, Desiderata, N. (2018) with the finding that that leadership partial and simultaneous significant effect on job satisfaction civil servants on service cooperatives of small and medium micro enterprises of Belu regency. Further research Voon, ML, Lo, MC, Ngui, KS, & Ayob, NB (2011), which explains that the leadership has a stronger relationship with job satisfaction. This implies that the leadership deems fit to manage governmental organizations in Malaysia.

4.1.2. Leadership Influence on Performance

Results of research by testing the hypothesis outlined in Table 5 leadership variable coefficient values obtained on the performance of 0042 with $P = 0.495 > 0.05$. The data shows that leadership not significant effect on the performance of ASN; this can be explained that the existence of a good and well-planned leadership has not been able to directly affect the performance of ANS in the regional organization (OPD) in Soppeng. These results mean that leadership is the ability of the leadership in the regional organization (OPD) in Soppeng to influence, motivate, and make employees they lead is able to contribute to the effectiveness and success of the organization was indirectly affect the performance of ASN at OPD in Soppeng ,

The study's findings differ from the results Syopwani, (2017) which explains that the leadership has a positive and significant influence on employee performance in which the influence Camat show that leadership will lead to changes in employee performance; Iqbal, Anwar, and Haider (2015); Osabiya, B. (2015) which explains that leadership is a positive effect on employee performance.

But the results of this study concur with those of Azizi (2016) with the results that the leadership has no significant effect on the performance of employees of BPS West Kalimantan; Panjaitan (2017) with the results that the leadership did not significantly affect the performance as a leader using authoritarian leadership style that simply supervise employees and any decision taken by the leadership was pure pressure and intervention from other parties.

Furthermore, these results were confirmed by research Bass, BM & Avolio, BJ (1994) explains that leadership based on reward and management by exception is not functioning properly and tends to negatively affect the performance of the employee; Zenger, B. & Joe Folkman (2009) explains that leadership becomes effective when the leader is a bad role model. When frequent inconsistency between words and action, people will look at it. When the 1-2 vote to deny it and he did not do anything, more and more men are denied or did not do what he says. After all, he will not impose any sanctions. So, he was increasingly unable to control the organization.

Related research findings explain that the leadership has not been able to directly improve the performance also found that in the research results Rahim (2012) with the results that the application of Islamic leadership does not directly influence employee well-being and performance of Islamic universities in South Sulawesi. These results can not automatically be interpreted that the Islamic leadership is not an important influence on well-being and performance of employees, but these effects occur through an awakening process management Budget (APB) was good and the creation of distributive justice in Islamic universities.

4.1.3. Effect on Performance Leadership through Job Satisfaction

Results of research by testing the hypothesis outlined in Table 5 coefficient values obtained via leadership variables on the performance of job satisfaction for 0109 with $P = 0.050 < 0.05$. The data shows that the leadership of significant positive effect on performance through job

satisfaction, it can be explained that the existence of a good and well-planned leadership would make the better employee satisfaction so the impact on employee performance is good. Leadership is the ability of the leadership in the regional organization (OPD) in Soppeng to influence, motivate, and make employees they lead is able to contribute to the effectiveness and success of an organization can affect the performance of employees through job satisfaction.

The test results of the third hypothesis which states that the leadership have a positive influence on performance through working kepuaan ASN at the regional Organization (WTO) in Soppeng proved. This means there is a match between the hypotheses with data to be simultaneously strengthened the view (Bass et al., 2003), which explains that the factors which may influence job satisfaction is leadership, where the leadership as a process of influencing others to get the job effectively and contribute to the cause employee satisfaction.

So with job satisfaction obtained ASN ASN can affect performance improvement as the opinion of Robbins (2006) says that employees get job satisfaction typically perform better job than employees who are not getting job satisfaction. The employee will feel satisfied with the work that has been or is being executed, if it deems doing what has to meet expectations, according to the purpose it works. If an employee need something, then he had a hope, so he will be motivated to take action towards the achievement of these expectations, if expectations are met, then he would have been satisfied in this case employees get job satisfaction is high, are expected to have performance too high. As the opinion of Kashmir (2016). This finding agrees with the results of research Shore & Martin (1989) that job satisfaction appears to be the best predictor of the performance of employees in the atmosphere (climate) work; I Putu (2013) with the result that the leadership affect the performance of employees through job satisfaction; Suryadharna (2016) with the results of research that led that provide opportunities for employees in formulating corporate goals and incentives are fair and

transparent in accordance with the performance achieved is known to increase employee satisfaction so the impact on employee performance. Furthermore, Siswanti, Y., Pratiwi, KW, & Permatasari, C. (2014) is also in line with this study that explains that job satisfaction as a variable pemediasi.

The results of another study that is consistent with this study is Wong, CA, & Laschinger, HK (2013) with the results that the higher the empowerment of nurses by the leader of the workplace, the nurse will be more satisfied with their jobs, and the impact on higher performance in nursing care hospitals in Ontario in Canada; Politis, JD (2006) with the finding that that job satisfaction mediates the relationship between a strategy that focuses on leadership behavior and employee performance of the manufacturing organization operating in Australia; and Kim, WG, & Brymer, RA (2011) with the findings of the study conclude that leadership is positively related to job satisfaction of middle managers and their affective organizational commitment and job satisfaction have an impact on performance.

4.1.4. Local Culture Influence on Job Satisfaction

Results of research by testing the hypothesis outlined in Table 5.13. Coefficient values obtained local cultural variables on job satisfaction for 0834 with $P = 0.001 > 0.05$. The data shows that the local culture significant positive effect on satisfaction ASN, it can be explained that the implementation of local cultural values will create better job satisfaction ASN. Local culture and way of life is a manual ASN is a society that believed Bugis tribes together in working towards the goals of the organization can influence job satisfaction ASN. These results mean that the application of the values that hold true local culture and way of life (ASN) ASN can increase satisfaction in the work.

These results reinforce the statement that the factors affecting employee satisfaction one of which is the culture of the organization. Davis stated that "Culture is a pattern of beliefs and values are understood and imbued (shared) by members of the organization so that the pattern gives a special

meaning for the organization and the basis of the rules behaves in the organization" (Sobirin, 2002).

The results are consistent with the results Herawan, K. (2015) with the results of the study that the positive and significant influence on organizational culture factor to Employee Satisfaction at PT Bank Rakyat Indonesia Malang Kawi; Ahamed, M., & Mahmood, R. (2015) with the results of research that organizational culture had a significant impact on the level of employee satisfaction. The study concluded that the existing culture in Banglalion Communications Ltd. benefit and improve employee morale and job satisfaction; and Habib, S., Aslam, S., Hussain, A., Yasmeen, S., & Ibrahim, M. (2014) with the results of research that organizational culture have a significant effect on job satisfaction and intentions to move.

Furthermore, Qazi, S., & Kaur, T. (2017) describes the results of research that faculty members both private and public universities experienced a cultural level OCTAPACE being and job satisfaction levels are moderate and the dominant culture component included Disclosure and Risk Taking , Confrontation, Pro-action, Collaboration and Experiment. Further explored and found that there are significant positive effect between organizational culture and job satisfaction; and Sharma, P. (2017) revealed that the organizational cultural values such as fairness and opportunities for growth and reputation of the organization have a positive effect on job satisfaction and further analysis revealed that there are gender differences in the perception of the organization's values.

Results of research by testing the hypothesis outlined in Table 5.13. Variable coefficient values obtained job satisfaction on the performance of 0465 with $P = 0.005 > 0.05$. The data show that job satisfaction is significant positive effect on the performance of ASN, it can be explained that their job satisfaction felt by employees properly it will affect the performance of ASN. This means there is a match between the hypotheses with the existing data as well as strengthening the statement Robbins (2006) states that employees who are satisfied will be able to increase customer satisfaction and loyalty.

Results of other studies that line is Gu, Z., & Siu Chi Sen, R. (2009) about the relationship between job satisfaction and employee performance Hotel Casino in Macau, whose results prove that job satisfaction was significantly correlated with the performance of employees. Similarly, the research Funmilola, OF, Sola, KT, & Olusola, AG (2013) which states that the component in job satisfaction have a significant effect on the performance of the employee; and clouds, AG (2014) with the results of the study that there is a relationship between job satisfaction and job package of pay, job security, and reward system as well as job satisfaction is positively correlated direct and significant impact on the performance of the employee's job.

The results of another study that is consistent with this study is Khan, AH, Nawas., & Hamed, (2012) explains that aspects such as: salaries, promotions, job safety and security, working conditions, job autonomy, relationships with colleagues, relationship with supervisor and the nature of work; affect job satisfaction and performance; Saju, M. (2017) explains that the positive relationship between dimensions of job satisfaction and employee performance at the level of supervisors and workers in the car industry in India; and research results Akbar, DR (2014) with the finding that there were significant evidence of the positive influence job satisfaction civil servants to the improved performance of civil servants in the District Tambaksari Surabaya.

5.0 Conclusion

Based on the results of research and discussion, the following conclusions drawn

1. Leadership significantly has positive effect on job satisfaction of ASN $P = 0.041 > 0.05$ and the value contribution of 14.4%, it means that the application of good leadership and plan increase job satisfaction of ASN at the Regional Organization (WTO) in Soppeng.
2. Leadership has not a significant positive effect on the performance of ASN $P = 0.495 > 0.05$ and the value contribution of 4.2%, where the value is so small that it is not significant in improving the performance of ASN. This means that the leadership cannot be directly

applied to improve the performance of ASN at the Regional Organization (WTO) in Soppeng.

3. Leadership significant has positive effect on job satisfaction and performance through $P = 0.050 > 0.05$ and the value contribution of 10.9%. It is understood that the application of good leadership and planned encourage improvements in the job satisfaction that have better impact on the performance of ASN, so to improve the performance of ASN, the leader must first improve its job satisfaction of ASN at the Regional Organization (WTO) in Soppeng regency.
4. Local culture has significant positive effect on job satisfaction and $P = 0.000 > 0.05$ and the value of contributions of 83.4%. This means that the better implementation of the local culture in the work, the job satisfaction of the Regional organization (OPD) in Soppeng increase as well.
5. Local culture has significant positive effect on the performance of the $P = 0.004 > 0.05$ and the value of contributions of 45.4%. This means that the better implementation of the local culture in the work, the performance of ASN at the Regional Organization (WTO) in Soppeng increase as well.
6. Local culture has significant positive effect on job satisfaction and performance through $P = 0.007 > 0.05$ and the value of contributions of 84.1%. This means that the better implementation of the local culture in the work that encourage improvements in the job satisfaction that have impact on improving the performance of ASN at the regional Organization (WTO) in Soppeng increase as well. On local cultural influences job satisfaction through performance greater than the direct effect on the performance of local culture, so as to further improve the performance of ASN, the application of the local culture must first be associated with job satisfaction ASN at the regional Organization (WTO) in Soppeng.
7. Job satisfaction has a positive effect significant at $P = 0.005 > 0.05$ and the value of contributions amounting to 46.5%. It was

explained that the ASN good job satisfaction improve the performance of ASN at the regional Organization (WTO) in Soppeng.

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