



The Effect of Leadership Style, Work Motivation and Organizational Culture on Employee Performance Mediated by Job Satisfaction

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Abstract

This study examines the effect of leadership style, work motivation, and organizational culture on job satisfaction and employee performance. And then, to examine the effect of job satisfaction on employee performance and to examine the effect of leadership style, work motivation, and organizational culture on employee performance is mediated by job satisfaction at the Regional Secretariat Office of Regency / City in South Sulawesi. In this study, questionnaires were distributed and documented collection, using descriptive statistical analysis methods, SEM analysis of Amos. The results of this study found that leadership style has a positive and significant effect on employee job satisfaction. Work motivation has a positive and significant effect on job satisfaction. Organizational culture has no positive and significant effect on job satisfaction. Leadership style has a positive and significant effect on employee performance. Work motivation has a positive and significant effect on employee performance. Organizational culture has no positive and significant effect on employee performance; job satisfaction positively and significantly affects employee performance. Job satisfaction can mediate the influence of leadership style on employee performance. Employee job satisfaction can mediate the effect of work motivation on employee performance. Job satisfaction cannot mediate the influence of organizational culture on employee performance.

Keywords: *Leadership Style; Work Motivation; Organizational Culture; Job Satisfaction; Employee Performance*

1. Introduction

Government organizations, which are also known as government agencies, have a function as an institution that serves the community and is responsible for carrying out economic development. Therefore, it is necessary to have civil servants, a profession for civil servants and government employees with work agreements who work for government agencies (Law No.5 of 2014). Therefore, the success of a government organization in achieving goals is largely determined by work performance. According to Sinambela (2016: 5), employee performance is an employees' ability to perform certain

skills. Employee performance is very necessary because, with the performance, it will be known to what extent the employee can carry out the tasks assigned to him. Furthermore, Engkosuwono (1992) in Sinambela (2016: 10) states that employee performance must be planned continuously because improving employee performance is not an instantaneous event but requires a certain plan and action a certain period.

Performance is closely related to the duties and responsibilities of civil servants, where many factors influence it. One of the factors affecting the performance of civil servants is job satisfaction. Robbins and Judge (2015: 46) suggest that job satisfaction explains a positive feeling about work that results from an evaluation of its characteristics. Someone with a high level of job satisfaction has positive feelings about their job, while someone with a low level has negative feelings. So that the researchers say that job satisfaction is very important in achieving performance.

Employee satisfaction and performance are very influential factors; this is based on several previous studies, namely: Afriadi (2018), Kusmaningtyas (2012), Yusniawan and Permana (2018), Damayanti et al. (2018), Muhridin et al. (2019), Muamar (2017), Sudirman, et al. (2017), Juniari, et al. (2015) found that job satisfaction has a significant effect on employee performance. Meanwhile, Sediarsih (2017), Abidin (2018), and Ekawati, Semmaila, B. and Suriyanti Mangkona (2019) found that job satisfaction did not have a significant effect on the performance of civil servants. The results of research conducted by previous researchers were found to be inconsistent because there were differences in the results of previous studies, so it is necessary to re-examine the effect of job satisfaction on employee performance.

Then from observations by several previous researchers, several factors affect employee satisfaction and performance: leadership style, work motivation, and organizational culture. This is a factor that is researched by researchers, especially at the Regional Secretariat Office of Regency / City in South Sulawesi, because it is based on several previous studies which are considered to be differences with the results of previous studies regarding the influence of leadership style, work motivation and organizational culture on employee satisfaction and performance. Civil society so that there is a research gap in the results of previous studies.

Leadership style is a comprehensive pattern of a leader's actions, both visible and invisible to subordinates. So that the most appropriate leadership style is a style that can maximize productivity, job satisfaction, growth, and easily adapt to all situations (Rivai, 2014: 92). Therefore, Robbins and Judge (2015), Terry and Rue (2010), Bass and Stogdill (2010), this is that leadership affects employee performance, as well as Fahmi (2016: 119) that a leader has a major influence in encouraging increase in employee performance.

Another factor that affects the satisfaction and performance of civil servants, in work motivation. Lubis et al. (2018: 83) argue that in organizations, everyone is required to work with optimal work motivation because work motivation is the driving energy that makes a person work optimally. The higher a person's motivation, the higher the effort made to improve performance. This shows that work motivation strongly influences performance, while Busro (2018: 51) says that motivation is the driving force within individuals who carry out certain activities in achieving goals. By providing the right motivation, employees will be motivated to do their best in performing their duties. They believe that with the organization's success in achieving its goals with its various goals, their interests will also be maintained.

Based on the research gap from the problems that occur, the researchers are interested in raising this theme by choosing the title is *The Influence of Leadership Style, Work Motivation and Organizational Culture on Employee Performance Mediated by Job Satisfaction (Case Study at the District/city Secretariat Office in South Sulawesi)*.

2. Literature Review

2.1. Leadership Style

In achieving a goal, as previously explained, the role of the leader is very much the benchmark for his followers; a plan can run smoothly also because of the cooperation between the leader and his followers, so that leadership is also a cause and effect and the effect of something can be jointly resolved. Leadership is an influence that relates between the leader and his followers, which leads to change and tangible results that reflect common goals. (Busro, 2018: 217).

Leadership style is a comprehensive pattern of a leader's actions, both visible and invisible to subordinates. Leadership style describes a consistent combination of the philosophies, skills, traits, and attitudes underlying a person's behavior. The leadership style of a leader that shows, directly or indirectly, the belief of a leader in his subordinates' abilities. This means that leadership style is behavior and strategy, various combinations of philosophies, skills, traits, and attitudes, which are often applied by a third leader who tries to influence his subordinates' performance. So that the most appropriate leadership style is a style that can maximize productivity, job satisfaction, growth, and cooperation, and which emphasizes the results that can be achieved. Leadership style is the basis for classifying the type of leadership.

According to the path-goal theory, these various leadership styles can occur and be used by the same leader in different situations. Furthermore, Thoha (2017: 49) stated that leadership style is a behavior norm used by a person when that person tries to influence the behavior of others as he sees it. Leadership style is the basis for classifying the type of leadership. Style means attitude, movement, behavior, beautiful attitude, good gestures, strength, ability to do good. And leadership style is behavior and strategy, as a result of a combination of philosophies, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates.

Leader's behavior is one of the important factors that can affect job satisfaction. This is because the leadership style has a positive relationship with employee job satisfaction. Therefore the leader of an organization is required to always be able to create conditions that are able to satisfy employees at work so that employees who are not only able to work but also willing to work towards achieving organizational goals are required, so the leader should be able to align individual needs with organizational needs. based on human relationships (Robbins and Judge, 2015: 18). In line with that, it is hoped that a leader will be able to motivate and create favorable social conditions for each employee so that employee job satisfaction is achieved which has implications for increasing employee work productivity (good performance). Ilham's research (2015) states that leadership style partially affects employee job satisfaction.

Leadership problems and their relation to employee performance in the company are an important part of improving employee performance. This is based on the opinion expressed by Fahmi (2016: 119) that a leader has a major influence in encouraging employee performance improvement. Improving the quality of the performance of subordinates chooses to influence the creation of work quality in accordance with expectations. The path goal theory quoted from Busro (2018: 244) states that leaders become effective, because of the positive effect they provide in motivating followers, increasing performance and job satisfaction. Furthermore, the maturity of subordinates in determining leadership effectiveness will affect employee performance. Research conducted by Nasri (2018), Ridwan (2017), and Ekawati, Semmaila, and Mangkona (2019) the findings show that leadership style affects employee performance.

2.2. *Motivation*

Motivation is an effort to generate an impulse to do a task. Work context, motivation is one of the important factors in encouraging an employee to work. Motivation is the willingness of individuals to make high efforts to achieve organizational goals. Robbins and Judge (2015: 150). There are three key elements of motivation, namely, effort, organizational goals, and needs. The effort is a measure of intensity. If someone is motivated, they will try their best to achieve goals, but not necessarily high efforts will result in high performance. Therefore, it requires the intensity and quality of these efforts as well as focused on organizational goals. Needs are internal conditions that give rise to impulses, where unsatisfied needs will cause tension that stimulates impulses from within the individual. This urge gives rise to a search behavior to find a specific goal. If there is a need fulfillment, there will be a reduction in stress.

In general, high performance is associated with high motivation. Conversely, low motivation is associated with low performance. Sometimes a person's performance is not related to their competence because there are self and work environment factors that affect performance. According to Suwatno and Priansa (2018: 171), work motivation is the willingness to carry out high efforts to achieve organizational goals conditioned by fulfilling certain individual needs.

According to Armstrong (2016: 97) high work motivation and in accordance with employee expectations will affect employee job satisfaction. An employee who is dissatisfied with his job can be motivated to work better to improve himself. So with high work motivation will reflect a sense of responsibility and work passion which creates a desire to work and give the best for the job. Juniari, et al. (2015) stated that work motivation has a positive and significant effect on job satisfaction.

Every human being certainly has basic reasons, why someone is willing to do certain types of work or work, why one person works more actively, while the other or another person works normally, of course all of these are basic reasons that encourage someone to be willing to work like that. This is due to motivation. Afandi (2018: 23) states that motivation is a desire that arises from within a person or individual because it is inspired, encouraged, and driven to carry out activities sincerely, happily and sincerely so that the results of the activities he does get good and quality results. Motivation to work is very important for the level of employee performance (Sutrisno, 2016: 73). Without motivation from employees to work together for the benefit of the company, the goals that have been set will not be achieved. Sellang and Darman (2017), and research Yulianto (2016), the results of research that work motivation affects employee performance.

2.3. *Organizational Culture*

Organizational culture is a term used to describe the shared experiences people in a particular organization experience from their social environment. All organizations have a culture, although certain organizations can easily identify and have more (i.e., stronger) influence on both personnel and customers than others. Organizational culture is built on deeply held beliefs about how the organization should run or operate. (Arifin, 2017: 24).

In connection with the description above in an organization, the problem of organizational culture (Organizational Culture) is an inseparable part of the internal environment of the organization because the cultural diversity that exists in an organization is as much as the number of individuals in the organization. Organizational culture, in general, is also influenced by the internal organization. Organizational culture in scientific disciplines is still relatively new, even though organizational culture has existed since the mid-20th century. Rivai and Mulyadi (2015: 96) state that organizational culture is often defined as a set of value systems recognized and created by all its members. Based on the experts' opinions above, it can be formulated that organizational culture is a problem-solving tool (solution) that

can consistently work well for a particular group or institution in dealing with external and internal problems so that it can be interpreted or taught. To its members, both new and old as a method of perception, thinking, and feeling about these problems.

A strong and good organizational culture can be a major factor in achieving the success of an organization. Organizational culture is no longer seen as a legacy from the past, but must also be engineered and positioned as a strategic tool to achieve company goals and as a strong competitiveness. Organizational culture affects job satisfaction (Robbins and Coulter, 2016: 80-81). High job satisfaction is an indicator of management effectiveness as well, which means that the organizational culture has been well managed. A strong culture is characterized by the core values of the organization that its members hold and agree on and practice. Therefore, a strong corporate culture will lead to employee job satisfaction. Salahuddin, Dennise Nurillah, et al. (2018), proving that organizational culture has a significant effect on employee job satisfaction.

Culture has an important meaning in the organization, because organizational culture is closely related to the contribution of work and affects the achievement of performance. According to Sopiah and Sangadji (2018: 177) that organizational culture has a very dominant influence on the success or failure of the organization in building employee performance. Another opinion, as expressed by Wibowo (2016: 247), states that an organization is usually formed to achieve a certain goal through the performance of all human resources in the organization. However, the performance of human resources is largely determined by environmental conditions, both internal and external to the organization, including organizational culture. Therefore, the ability of human resources to create an organization with a culture that is able to drive performance is a necessity.

2.4. Job Satisfaction

Job satisfaction is one of the most important factors in getting optimal work results. When a person feels satisfaction at work, he will try as much as possible to the best of his ability to complete his job assignments. Job satisfaction is a problem that is quite interesting and important for employees, companies, and society. Job satisfaction is effectiveness or emotional response to various aspects of work. Wirawan (2014) states that job satisfaction is an evaluation of employees regarding their work and the context of their work, which is the attitude that has been studied the most. Job satisfaction is an assessment of the perception of job characteristics, work environment, emotional experiences at work. Job satisfaction is the attitude of employees regarding various aspects and contexts of work.

Satisfaction or dissatisfaction is something that cannot be separated from everyone's life because the feeling of satisfaction or dissatisfaction is closely related to human needs, while the existence of human needs shows that humans are still alive. In carrying out their work, each employee can not have needs, such as the need for security, peer support, attention and support from superiors, a comfortable workplace, etc., Suparyadi (2015: 436). If these needs can be met, this individual will feel satisfied, but on the contrary, if his needs cannot be met, he will be disappointed. Employee job satisfaction is an employee's attitude towards his job, affecting an employee's performance. Therefore, employee job satisfaction is one aspect of human resource management practices (Suparyadi, 2015: 436).

Job satisfaction is one of the factors that can affect the ups and downs of sales volume is employee performance. If employee job satisfaction has been fulfilled, then employee performance will increase which can support the company in achieving maximum benefits, whereas if employee satisfaction has not been fulfilled, then employee performance will be disrupted and will have an impact on the difficulty in achieving maximum benefits as targeted. Research by Afriadi (2018) and research by Kusmaningtyas (2012), the results of the study found that job satisfaction has a significant effect on employee performance.

2.5. *Employee Performance*

Suwatno and Priansa (2018: 196) argue that performance is the result achieved by a person according to prevailing standards, within a certain period of time, with regard to work and behavior and actions. In a sense, performance is a result of the work achieved by a person in carrying out the tasks assigned to him and how much they can contribute to the organization. Performance also means the results achieved by a person, both quantity and quality in an organization in accordance with the responsibilities assigned to him.

Many factors affect the performance of individual workers including abilities, motivation, support received, the existence of the work they do, rewards or incentives, their relationship with the organization and many other factors. Organization or company, its performance depends more on the performance of individual workforce. There are many ways to think about the type of performance that workers need for an organization to be successful, including by considering three elements, namely productivity, quality and service. Wibowo (2016: 70) states that performance can be seen as a process or a result of work. Performance is the process of how work takes place to achieve work results. In an organization there are three types of performance, namely operation performance, administrative performance, and strategic performance.

2.6. *Hypothesis*

Based on the formulation of the problem that has been stated, several hypotheses will be presented as answers or temporary assumptions on the formulation of the problem, namely:

- H1: Leadership style has a significant effect on employee job satisfaction at the District / city Regional Secretariat Office in South Sulawesi.
- H2: Work motivation has a significant effect on employee job satisfaction at the District / city Regional Secretariat Office in South Sulawesi.
- H3: Organizational culture has a significant effect on employee job satisfaction at the Regency / City Regional Secretariat Office in South Sulawesi.
- H4: Leadership style has a significant effect on employee performance at the District / city Regional Secretariat Office in South Sulawesi.
- H5: Work motivation has a significant effect on employee performance at the District / city Regional Secretariat Office in South Sulawesi.
- H6: Organizational culture has a significant effect on employee performance at the District / city Regional Secretariat Office in South Sulawesi.
- H7: Job satisfaction has a significant effect on employee performance at the District / city Regional Secretariat Office in South Sulawesi.
- H8: Job satisfaction can mediate the influence of leadership style on employee performance at the District / city Regional Secretariat Office in South Sulawesi.
- H9: Job satisfaction can mediate the influence of work motivation on employee performance at the District / city Regional Secretariat Office in South Sulawesi.
- H10: Job satisfaction can mediate the influence of organizational culture on employee performance at the District / city Regional Secretariat Office in South Sulawesi.

3. *Methodological Review*

The approach used in this research is quantitative because, in this study, it is based on numbers. This is by the opinion expressed by Sugiyono (2016: 11) that quantitative methods can be interpreted as a research method based on the philosophy of positivism, which is used to research population and research samples, data collection using research instruments, quantitative/statistical data analysis to test the research hypothesis. This study uses an explanatory approach, which aims to determine the

relatively new relationship and explanatory approach, namely: the approach taken by explaining the symptoms caused by the object of the study.

The population in this research is all civil servants who work at the District/city Regional Secretariat Office in South Sulawesi, which includes: Wajo, Gowa, Makassar, Maros, and Bone. The reason for selecting the five regions within the scope of the District / City Regional Secretariat Office in South Sulawesi is because these five regions have the largest employees when compared to other regions, especially in the Regional Secretariat Office. Then, the sample's determination for the five regions can be determined using the proportional random sampling method so that the total sample is 361 people. Then the method of determining the sample is based on several criteria; namely, employees who become respondents have a working period of more than one year, and employees work at the District / City Regional Secretariat offices in South Sulawesi (Wajo, Gowa, Makasar, Maros, and Bone) and have a status as a permanent employee. Inferential statistics used in hypothesis testing is the Structural Equation Model (SEM) approach. Structural Equation Model (SEM) is a statistical technique used to test statistical models which are usually in a causal model.

4. Results and Analysis

After the SEM evaluation analysis is carried out where the data has met the SEM Amos assumptions, it can be done research hypothesis testing. However, before testing the research hypothesis, it is necessary to analyze the feasibility of the model. This aims to determine whether the model to be used for testing the research hypothesis is feasible. Based on the results of the research hypothesis test (the initial model), it shows that in the initial model for testing the hypothesis only 6 criteria are met and the p-value is above 0.05, so it is necessary to improve the model. Model improvement is done by correlating the error value in order to obtain a goodness of fit index value that is in accordance with that required by Amos. The results of the goodness of fit index after repairing the model by correlating the error value standardized by the Amos program through index modification can be seen in Figure 1.

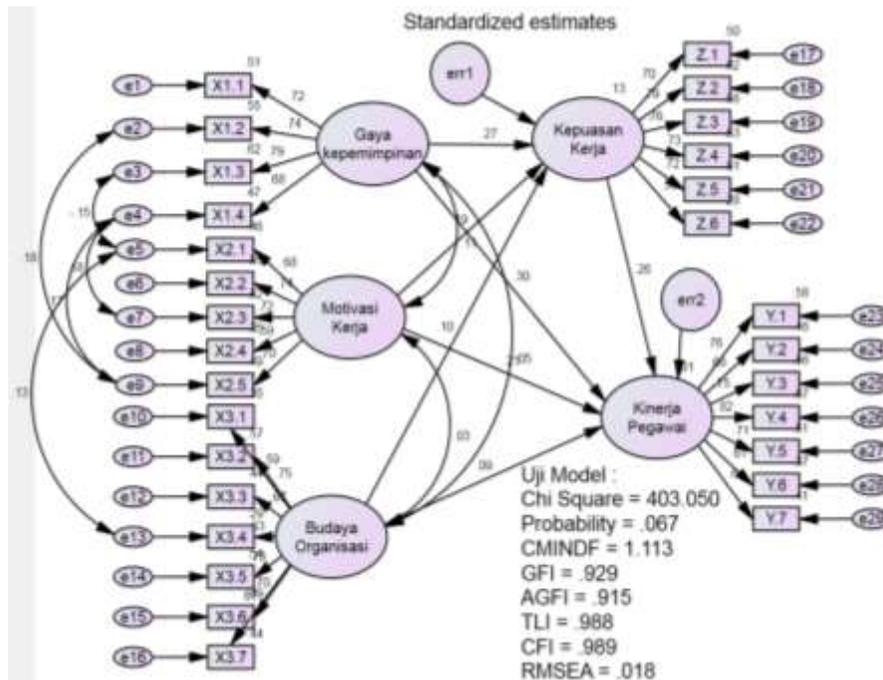


Figure 1. Research Hypothesis Test (Final Model)

Based on Figure 1, namely the research hypothesis test (the final model) and the results of the Goodness of fit index in t Table 1, it can be said that all the criteria for the goodness of fit value have met the requirements that have been according to Amos. So that this research model has been used for testing the research hypothesis. Based on data on the value of goodness of fit in making decisions about the fit of the model after improvement, then the results of hypothesis testing will be presented as follows (hypothesis test results, see Table 2).

Tabel 1. Goodness Fit Indeks Value

No.	GOF	Cutt of Value	Result	Decision
1.	$\chi^2 =$ Chi Square	Expected small	403,05	Good
2.	pvalue	$\geq 0,05$	0,067	Good
3.	RMSEA	$\leq 0,08$	0,018	Good
4.	GFI	$\geq 0,90$	0,929	Good
5.	AGFI	$\geq 0,90$	0,915	Good
6.	CminDF	≤ 2	1,113	Good
7.	TLI	$\geq 0,95$	0,988	Good
8.	CFI	$\geq 0,95$	0,989	Good

Based on the results of testing the research hypothesis, it can be described as follows: The influence of leadership style on job satisfaction at the District / city Secretariat Office in South Sulawesi, the findings in this study are that empirically, the applied leadership style has a positive and significant effect on job satisfaction, this is It can be seen from the critical ratio value of 4,250 and p value of 0,000. Where the critical ratio (CR) value of 4,250 > 1.96 and other than that with a p-value of 0,000 < 0.05, this proves that leadership style can have a significant influence in increasing employee job satisfaction at the District / city Regional Secretariat Office in South Sulawesi. So that the hypothesis (H1) can be accepted.

The effect of work motivation on job satisfaction, where based on the results of data processing using SEM Amos, the critical ratio value is 3.115 > 1.96 and besides that with a p-value of 0.002 < 0.05, this shows that work motivation has a significant effect on increasing job satisfaction. at the District / city Regional Secretariat Office in South Sulawesi. Thus the second hypothesis (H2) can be accepted. The results of the analysis of the influence of organizational culture on job satisfaction using SEM Amos obtained a critical ratio value of 1.677 < 1.96. This shows that organizational culture does not have a significant effect on job satisfaction, which means that the organizational culture applied by the District / City Regional Secretariat Office in South Sulawesi has not been able to have a real impact in increasing employee job satisfaction, especially at the Regency / City Regional Secretariat Office in South Sulawesi.

The influence of leadership style on employee performance at the Regional Secretariat Office of South Sulawesi Province. After processing the data using SEM Amos, the critical ratio value is 4,921 < 1.96 and a p-value of 0,000 < 0.05. This proves that the leadership style has a positive and significant effect on employee performance, where the better the leadership style applied by the leadership at the District / city Regional Secretariat Office in South Sulawesi, the employee performance will be improved. So that this research hypothesis is accepted.

The effect of work motivation on employee performance at the District / city Regional Secretariat Office in South Sulawesi, after processing the data using SEM Amos, the critical ratio value was 3.599 < 1.96 and pvalue 0.000 < 0.05. This shows that there is a positive and significant influence between work motivation on employee performance, where the higher the work motivation of employees in doing work, the employee performance at the Regional Secretariat Office of Regency / City in South Sulawesi will increase.

The results of data analysis regarding testing the influence of organizational culture on employee performance at the District / city Regional Secretariat Offices in South Sulawesi indicate that organizational culture has no significant effect on employee performance because it has a critical ratio value of $1.721 < 1.96$ or a p-value of $0.085 > 0.05$. It can be said that the organizational culture applied to the District / city Regional Secretariat Office in South Sulawesi has not been able to have a real influence in improving employee performance, the reason is because in the implementation of organizational culture that has been carried out so far it still has weaknesses so that it needs to be improved, namely the lack of parts staffing to always provide direction to employees in paying attention to the details of the work handled so far. Then it is seen from the results of employee performance that the work performance of employees owned by each employee is still not supporting the work done so far.

Table 2. Hypothesis Testing

No	Endogenous Variable	Intervening Variable	Exogenous Variable	Critical Ratio	pvalue	Result
1	Leadership Style	-	Job Satisfaction	4,250	0,000	Significant
2	Work Motivation	-	Job Satisfaction	3,115	0,002	Significant
3	Organizational Culture	-	Job Satisfaction	1,677	0,093	Not Significant
4	Leadership Style	-	Employee performance	4,921	0,000	Significant
5	Work Motivation	-	Employee performance	3,599	0,000	Significant
6	Organizational Culture	-	Employee performance	1,721	0,085	Not Significant
7	Job Satisfaction	-	Employee performance	4,380	0,000	Significant
8	Leadership Style	Job Satisfaction	Employee performance	3,050	0,002	Significant
9	Work Motivation	Job Satisfaction	Employee performance	2,138	0,011	Significant
10	Organizational Culture	Job Satisfaction	Employee performance	1,566	0,117	Not Significant

The results of data processing analysis using SEM Amos obtained a critical ratio value = 4,380 < 1.96 and a p-value of 0,000 < 0.05 . These findings indicate that job satisfaction has a positive and significant effect on employee performance, where job satisfaction has a significant effect on improving employee performance at the District / city Regional Secretariat Office in South Sulawesi. So that in this study accepting the hypothesis that has been stated previously.

Furthermore, the indirect effect test where job satisfaction as an intervening variable shows that leadership style and work motivation have a positive and significant effect on employee performance (as evidenced by the sobel test value > 1.96 and p-value < 0.05). Which means that job satisfaction can mediate the influence of leadership style and work motivation on employee performance, which means that high work motivation will increase job satisfaction so that it has an impact on employee performance at the District / city Regional Secretariat Office in South Sulawesi. While the indirect effect of organizational culture on employee performance at the Regional Secretariat Office of the Regency / City in South Sulawesi through job satisfaction, it was found that the p-value is $0.117 > 0.05$. It can be said that organizational culture has no significant effect on employee performance through job satisfaction. The reason is because there are still employees who are not satisfied with the work done so far, because the employees who work at the District / city Regional Secretariat Office in South Sulawesi

are not assigned according to their current competency. So that there is no suitability in the work of employees according to their competency fields so that it affects the work performance of employees in completing the work handled so far.

5. Discussion

The effect of leadership style on job satisfaction

From the scores of respondents' answers regarding the application of leadership styles carried out by a number of leaders in regencies / cities in South Sulawesi, the biggest contribution is the involvement of superiors to always provide instructions on how to do work by employees and this needs to be the attention of the leadership for more provide direction to employees regarding the technical work to be performed by employees. Meanwhile, the contribution of the employee's answer score is still low, namely giving the opportunity to employees to discuss problems related to achieving the vision and mission in an organization. This can be further enhanced by superiors in providing opportunities for employees to always discuss issues related to achieving the organization's vision and mission.

The theory of leadership is known as the path goal theory that leaders who become effective, because of the positive effect they provide in motivating their followers, can increase job satisfaction (Busro, 2018). So that the theory path goal regarding leadership theory is in line with research conducted by researchers that leadership can increase employee job satisfaction.

The effect of motivation on job satisfaction

From the results of the score of employee answers regarding work motivation at the Regional Secretariat Office of the Regency / city in South Sulawesi where the highest score is the guarantee of the need for a sense of security. From this result, it is necessary to increase the provision of security guarantees for employees who work at the Regional Secretariat Offices of Regency / City in South Sulawesi so that the level of employee work risk is low and the lowest score is social activities and this needs to be improved relations with other fellow employees that have an impact on morale. employee work can be improved.

Work motivation theory as stated by Armstrong (2016: 97) that high work motivation and in accordance with employee expectations will affect employee job satisfaction. Meanwhile, research conducted by Suryawan and Andrew (2013), Yuliana (2017), Maghfiroh (2016), Juniari, et.al. (2015), Saputra and Turnip (2016) that work motivation affects job satisfaction so that in this study it is in line with the theory put forward by Armstrong (2016) that work motivation can affect the increase in employee job satisfaction.

The effect of organizational culture on job satisfaction

The results of this study found that organizational culture has no significant effect on job satisfaction, it can be said that the application of organizational culture carried out by the District / city Regional Secretariat Office in South Sulawesi has not been able to have a real effect in increasing employee job satisfaction, the reason is because it is still lacking. encouragement by superiors to employees regarding new innovations in handling each job, and besides that the Personnel section does not encourage every employee to pay attention to details about the work handled by employees who work at the District / city Regional Secretariat Office in South Sulawesi.

The theory of organizational culture put forward by Tepeci (2001) in Sopiah (2018: 65) states

that organizational culture affects job satisfaction. Meanwhile, another theory, namely Robbins and Judge (2015) states that the achievement of an organization is required to create a contribution that is able to make employees work so that employees who are able to work towards achieving organizational goals should be able to align the needs of innovation and organizational needs based on human relations.

The effect of leadership style on employee performance

The theory put forward by Busro (2018: 217) states that leadership is an influence related to the leader and the role of followers which leads to the achievement of real results. Meanwhile, Hasibuan (2019: 170) states that leadership style is related to how a leader influences the behavior of subordinates which aims to encourage job enthusiasm, job satisfaction and high work productivity in achieving organizational goals. From the research results found by researchers through observations in the field that leadership style affects employee performance improvement. From the findings obtained by researchers when conducting research, it shows that leadership style has an impact in improving employee performance, so that in this study it is in line with the theory put forward by Busro (2019) and Hasibuan (2019).

The effect of work motivation on employee performance

The theory of the relationship between motivation and employee performance, namely Hartatik (2014) and Hasibuan (2019), states that one thing that is done in implementing motivation can increase productivity. So that in this study it is in line with the opinion expressed by Hartatik (2014) and Hasibuan (2019) that work motivation can have an impact on improving employee performance. Then from the results of previous research, namely: Meidianwar (2014), Santoso and Sugiyono (2015), Halim (2016) and Sumbung, et.al. (2015) stated that work motivation has a positive and significant effect on employee performance. Meanwhile, research conducted by Dhermawan, et.al. (2016) is not in line with research conducted by researchers.

The effect of organizational culture on employee performance

The results of data analysis in this study indicate that organizational culture cannot have an influence on employee performance, the reason is because in the implementation of the organizational culture that has been applied so far at the Regional Secretariat Office of Regency / City in South Sulawesi has not been as expected because there are still factors which needs to be improved in the application of organizational culture, namely by increasing encouragement for every employee to always innovate in creating new methods of completing work so that they can improve their work performance, besides that, an approach is needed to approach employees to pay attention to the details of the work done so far.

The theory of organizational culture, namely Sudaryo and Ari Wibowo (2018: 103) states that culture is a shared system and values in an organization and becomes a reference for how employees do work to achieve organizational goals. Meanwhile, Sopiah (2018) states that organizational culture has a dominant influence on the success or failure of the organization in building employee performance.

The effect of Job Satisfaction on Employee Performance

Based on the results of observations made by researchers, the effect of job satisfaction on employee performance. Where in this study found that job satisfaction has a significant effect on improving employee performance, which means that the higher job satisfaction felt by employees who work at the Regional Secretariat Offices in regencies / cities in South Sulawesi, it will be able to have an impact on improving employee performance.

The results of this study are in line with research conducted by Afriani (2018), Kusumaningtyas (2012), Yusniawan and Permadi (2018), Damayanti, et.al. (2018), Muamar (2017), Sudirman, et.al. (2017), Juniari, et.al. (2015) and this study is not in line with the results of research conducted by Sediarsih (2017) and Abidin (2018) because it cannot prove that job satisfaction has an effect on employee performance.

Job satisfaction mediates the effect of leadership style on employee performance

Based on the results of research data analysis that has been carried out, this study found that job satisfaction can mediate the influence of leadership styles on employee performance. So the implications in this study prove that the leadership style has a significant effect on increasing job satisfaction so that it has implications for improving employee performance. The results of research conducted by researchers are in line with research conducted by Akbar (2016), and are not in line with Rizondra's (2013) research because they cannot prove that job satisfaction can mediate the influence of leadership style on employee performance.

Job satisfaction mediates the effect of work motivation on employee performance

Based on the results of data processing that has been done, it shows that employee job satisfaction can mediate the effect of work motivation on employee performance. This can be implied in this study that high employee motivation in doing work will increase job satisfaction felt by employees which can also have an impact on improving employee performance.

A review of research conducted by previous researchers that Mantaub (2014), Wibowo and Putra (2016) are in line with the results of research conducted by researchers. Where the results of this study are not in line with research conducted by Rizondra (2013) because it cannot prove that job satisfaction can mediate the effect of work motivation on employee job satisfaction.

Job satisfaction mediates the effect of organizational culture on employee performance

Based on the results of this study, it shows that job satisfaction cannot mediate the influence of organizational culture on employee performance at the Regional Secretariat Office of Regency / City in South Sulawesi. So that the findings in this study are that organizational culture has both a direct and indirect effect on job satisfaction and employee performance. The results of the research found by researchers are not in line with research conducted by Triyanto and Sudiryaningsih (2018), Koesmono (2005), Wahyuni Sri Endang, and Rosmida (2017)

Conclusion

Based on the results of this research and discussion, several conclusions will be presented from the results of this study, namely:

- 1) The leadership style can increase employee job satisfaction. These research results are reflected in the application of a leadership style that has significantly contributed to improving employee job satisfaction at the District / City Regional Secretariat Office in South Sulawesi.
- 2) The theory of this research shows that work motivation can increase job satisfaction; this shows that work motivation has a significant effect on increasing employee job satisfaction at the District / City Regional Secretariat Office in South Sulawesi.
- 3) The organizational culture that has been applied so far has not been able to have a real effect in

increasing employee job satisfaction at the District / City Regional Secretariat Office in South Sulawesi; the reason is that there are still employees who perceive that the Personnel Department does not emphasize every employee to pay attention to the details of implementation profession.

- 4) Leadership style can improve employee performance; these findings find that the application of leadership styles can significantly improve employee performance at the District / City Regional Secretariat Office in South Sulawesi.
- 5) Work motivation can contribute significantly to employee performance. The results of this study indicate that work motivation has a significant effect on improving employee performance at the District / City Regional Secretariat Office in South Sulawesi.
- 6) Organizational culture has not had a significant effect on employee performance, because there are still employees who perceive that their superiors do not encourage employees to innovate in handling work at the District / City Regional Secretariat Office in South Sulawesi.
- 7) Job satisfaction can improve employee performance. This finding is reflected in that job satisfaction has a significant effect on improving employee performance at the District / City Regional Secretariat Office in South Sulawesi.
- 8) Leadership style affects employee performance directly or indirectly through job satisfaction at the District / City Regional Secretariat Office in South Sulawesi.
- 9) Work motivation has a direct or indirect effect on employee performance through job satisfaction at the District / City Regional Secretariat Office in South Sulawesi
- 10) Organizational culture has no direct and indirect effect on employee performance through job satisfaction at the District / City Regional Secretariat Office in South Sulawesi

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