

Impact of Leadership Style and its Implications on Work Satisfaction and Performance of Country Civil Apparatus in West Sulawesi Province Indonesia

Nursyam Anwar¹, Siti Haerani², Nurdjannah Hamid³, Ria Mardiana Yusuf⁴

¹Ph.D Candidate, Graduate School of Economics, Hasanuddin University, Makassar, South Sulawesi, Indonesia

²Professor, Ph.D, Graduate School of Economics, Hasanuddin University, Makassar, South Sulawesi, Indonesia

³Ph.D, Graduate School of Economics, Hasanuddin University, Makassar, South Sulawesi, Indonesia

⁴Ph.D, Graduate School of Economics, Hasanuddin University, Makassar, South Sulawesi, Indonesia

Abstract: *This study generally aims to determine the impact of the Leadership Style on the education and youth sports offices, the Health Office, the Cooperative, SME, Trade and Industry Office and the Polewali Mandar District Social Service, Majene Regency and Mamuju Regency and their implications for job satisfaction and the performance of the State civil apparatus. From a population of 216 civil servants who occupy structural positions a sample of 140 respondents was drawn including 12 heads of offices, 12 secretaries, 31 heads of sub-departments, 38 heads of fields, 44 section heads and 3 functional employees. This research is quantitative research. The research method used in this study is data collection using a questionnaire then the results are processed by SEM analysis of AMOS 23 program and sobel test. Based on the results of the study it was found that leadership style had a significant effect on job satisfaction, job satisfaction had a significant effect on the performance of state civil apparatus, leadership style had a significant effect on the performance of the State civil apparatus.*

Keywords: Leadership Style, Job Satisfaction, State Civil Apparatus Performance

1. Introduction

The State of Indonesia is a Unitary State in the form of a Republic. Regional government organizations are institutions that run the wheels of government, in the implementation of decentralization or regional autonomy, demanding that there be supporting factors, one of which is humans as actors and activists of government systems. and regional development, is very dependent on how to manage or regulate related human resources (regional apparatus). In accordance with Law number 5 of 2014 concerning the State Civil Apparatus, which describes the State Civil Apparatus as a profession for civil servants and government employees with work agreements that work for government agencies, and are appointed by staffing officials, and assigned tasks in a government position or entrusted with other state duties and paid according to laws and regulations. Civil Servants (PNS) have a decisive role, namely as thinkers, implementers, planners, and development controllers. Thus, civil servants have a very important role in facilitating the running of the wheels of government and the implementation of national development. Given the importance of this role, civil servants need to be trained as well as possible so that civil servants who are loyal and obedient to Pancasila, the 1945 Constitution, the State and Government, and those who are united, have good mentality, are authoritative, strong, efficient, effective, clean, high-quality, and aware of its responsibilities as an element of the state apparatus.

There is a decrease in performance by the apparatus which can be seen from changes in attitude and mental apparatus in carrying out their duties. Changes in attitudes and behavior of the apparatus are directed to the implementation of the tasks and functions of achieving goals, and organizational goals that are not done as well as possible so that a leader is needed to regulate and improve employee performance. Other opinion said that some indicators reflect the gloomy picture of the apparatus' performance, especially for Indonesia, among others, indicated by wordy service and bureaucratic tendencies, high costs, additional levies, behavior of officials who act more as officials than public servants, services that discriminatory, and a series of other problems (Abas & Triandayani, 2001).

The State Civil Apparatus (ASN) as the executor of development and government is required to be able to behave and behave as desired by the community. Such as providing services that are easy, cheap, fast and timely and not complicated. This was stated by the Governor of West Sulawesi Ali Baal Masdar at the Opening of the Seminar on Increasing Cultural Social Competence for the ASN Scope of the West Sulawesi Provincial Government at the 4th Floor Auditorium of the West Sulawesi Governor's Office on Friday 22 September 2017. Ali Baal said, currently the demands of strategic environments such as technological developments information and communication as well as the demands of globalization and increasing the competitiveness of the nation and the enormous expectations of the public on the performance of the government. Furthermore, he said, "The development of competence, especially ASN working

in the scope of the present and future West Sulawesi Government, is directed at forming change leaders, in order to support bureaucratic reform that is believed to be an important leverage factor in developing West Sulawesi Province." (Ilham, 2017).

Leadership is one of the important factors and determines the success of an agency in this case applies to all government agencies in each region. According to Yukl (2010), leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process to facilitate individual and collective efforts to achieve common goals. Robbins (2003), leadership is the ability to influence a group to achieve a set of goals. Leadership can be defined as an effort to use non-coercive influence to motivate individuals to achieve desired goals (Gibson, 1997). Meanwhile by Luthan (2002) leadership is defined as a process of personality groups, willingness, special behavior, power (Power), achievement of goals, interactions, different roles, the beginning of a structure, and a combination of two or more of these conditions. Leadership style itself is a form of approach used to understand subordinates. Conformity between leadership style, norms and organizational culture is seen as a prerequisite for the key to success and achievement of organizational goals (Yulk, 2010). Leadership is a set of relevance perspectives that increase the tendency and behavior of others to meet the goals and needs of shared groups that cover several styles (Eagly, Johannesen-Schmidt & Van Engen, 2003), Voon et al. (2011) found that leadership styles can influence staff job satisfaction and these variables have a strong relationship. The finding of denial that leadership has a positive and significant effect on employee job satisfaction (Matalia, 2012). Leadership style and job satisfaction also affect employee performance. According to Gibson (1997) there are 3 factors that influence performance: a) Individual factors: ability, skills, family background, work experience, social level and one's demography. b) Psychological factors: perception, role, attitude, personality, motivation and job satisfaction. c) Organizational factors: organizational structure, work design, leadership, reward system. In the opinion of Kreitner and Kinicki (2012) satisfaction in work will have an impact on improving one's performance.

A leader can do various ways to change the attitudes of employees who are not good at carrying out their work and duties, and the pattern of leaders can influence other people or subordinates to want to do what they govern better continuously.

The influence between leadership style, job satisfaction and performance will be examined in the State Civil Apparatus in the Regional Government of Polman, Majene and Mamuju Regency of West Sulawesi Province. This is because the Government is determined to be able to realize the government as it is known as the "Malaqbi government". This can be realized if supported by qualified and professional apparatus resources. Apparatus that is able to provide effective, efficient, transparent and accountable services. Services as described above can be realized if employees are actively involved and willing to contribute to the work done will make them satisfied in their work and

will further improve the performance of ASN in the Regional Government of West Sulawesi Province.

Based on the description above, this study aims to examine and analyze the direct effects of leadership style on job satisfaction, the direct effect of job satisfaction on ASN performance and the direct effect of leadership style on ASN performance in the Regional Government of West Sulawesi Province.

2. Theoretical Review

Leadership is considered important for success, and some researchers argue that it is the most important thing (Lussier and Achua, 2009). According to Hicks and Gullet (1975), a leader is anyone who directs and controls a group of people to reach and set goals. Path-Goal Theory according to Robert House (1974) is quoted by Thoha (2013), incorporating four main types or styles of leadership which are explained as follows: Directive Leadership, this leadership style is the same as the autocratic leadership model. direction specifically given by the leader. In this model there is no subordinate participation; Supportive Leadership, this leadership style leaders have a willingness to explain themselves, be friendly, easy to approach, and have genuine human attention to their subordinates; Participatory Leadership, leadership style leaders try to ask and use suggestions from the ingredients. But decision making still remains with the leader: Achievement-oriented leadership, this leadership style the leader sets a set of goals that challenge his subordinates to participate. Leaders also give confidence to them that they are able to carry out work tasks properly. The direction and course of an organization is determined by how a leader determines a managerial decision in achieving organizational goals, Winardi (1982) argues that leadership is a relationship where one person is a leader influencing other parties to cooperate voluntarily in working on related tasks to achieve things the leader wants. While Yukl (2010) emphasizes the influence of leaders on the effectiveness of the work of people or groups to achieve overall organizational goals.

Job satisfaction is a set of individual feelings about the perceptions of the organization's environment that are pleasant or unpleasant and the work done (Barney & Griffin, 1992). Job satisfaction as an alignment of someone's expectations that arise and rewards are given from work. This sense shows that job satisfaction is closely related to aspects of justice, psychological contracts between individuals and organizations, and individual motivations, more aspects of work in accordance with the wishes and expectations of individuals, then a higher level of job satisfaction that occurs within the Organization (Davis & Newstrom, 1995).

The Two Factor Theory known as the theory of motivation of two factors (hygien-motivation) can also be called extrinsic and intrinsic factors. Extrinsic factors (hygien factor work dissatisfaction factors) include: wages, job security, working conditions, status, company procedures, quality of supervision, interpersonal relationships among co-workers, with superiors and with subordinates. While intrinsic factors (satisfaction factors or motivators) include:

achievement, recognition, responsibility, progress, the work itself, the possibility of developing. The principle of this theory is that job satisfaction and dissatisfaction are two different things. According to this theory, job characteristics can be grouped into two categories, one of which is called Dissatisfier or hygiene factors and the other is called satisfier or motivators. Satisfiers or motivators are factors or situations that are proven as sources of job satisfaction consisting of achievement, recognition, authority, responsibility and promotion. It is said that the absence of these conditions does not mean proving the condition is very dissatisfied, but if there is, it will form a strong motivation that produces good work performance. Therefore this factor is called satisfaction. Hygiene factors are factors that prove to be a source of satisfaction, consisting of salary, incentives, supervision, personal relationships, working conditions and status. The existence of these conditions does not always lead to satisfaction for employees, but their absence can cause dissatisfaction for employees (S.Skanka, 2000)

Celluci and David (1978) define job satisfaction as the general attitude of individuals to their work. Satisfaction is a very important practical concept, because it is an impact or result of the effectiveness of performance and success in work. Low job satisfaction in organizations is a series of decreasing implementation of tasks, increased absenteeism, and a decrease in organizational morale. The variables are measured by indicators according to Celluci and David (1978) as follows: a. Satisfaction with salary, b. Satisfaction with promotions, c. Satisfaction with colleagues, d. Satisfaction with supervisors, e. Satisfaction with the work itself. Cascio (2006) says that performance is the work performance of employees obtained from their assigned tasks. According to Robbins (2006), performance is an optimal achievement in accordance with the potential possessed by an employee which is always the concern of the leaders of the organization. This performance describes the extent of one's activities in carrying out tasks and trying to achieve the goals set.

Performance is a performance or result of work in activities or activities or programs that have been planned in advance in order to achieve the goals and objectives set by an organization and carried out in a certain time influenced by several factors. 1) According to Gibson (1996) there are 3 factors that influence performance: a) Individual factors: ability, skills, family background, work experience, social level and one's demography. b) Psychological factors: perception, role, attitude, personality, motivation and job satisfaction. c) Organizational factors: organizational structure, work design, leadership, reward system. 2) According to Kopelman (1988), the factors that influence performance are: individual characteristics (individual characteristics), organization characteristics (organizational characteristics), and work characteristics (work characteristics). Furthermore, Kopelman explained that performance is not only influenced by environmental factors, but also depends on individual characteristics such as ability, knowledge, skills, motivation, norms, and values in relation to the concept of performance. ethnic groups, socio-economic conditions, experience with past conditions, will determine work behavior and work productivity, both

individuals and organizations so that it will lead to satisfaction for customers. Individual characteristics besides being influenced by the environment, are also influenced by: a) organizational characteristics such as reward systems, selection and training, organizational structure, organizational vision and mission and leadership b) job characteristics, such as job descriptions, job design and work schedules. Bernardin and Russell (1993) in measuring employee performance is used a questionnaire that contains several dimensions of criteria about work outcomes. There are six dimensions in assessing employee performance, namely: 1) Quality (Quality), is the result of hard work of the employees in accordance with the objectives set by the company beforehand. If the results achieved by the employee are high then the performance of the employee is considered good by the company or in accordance with its objectives. This means that it is a level that shows the work process or the results achieved on a job approaching the existence of perfection. 2) Quantity, is the result of hard work from employees who can achieve the maximum scale determined by the company. With the results set by the company, the performance of the employees is good. If the Quantity is the amount produced which is expressed in currency values, number of product units or number of cycles of activities that have been completed. 3) Timeliness, employees can work in accordance with the standards of work time set by the company. By working according to a predetermined standard of time, the performance of the employee is good. With timeliness which is a level that shows that a job can be resolved faster than the time specified, the performance of the employee is good. 4) Cost Effectiveness, is the use of resources from employees that are used optimally and efficiently. With the use of efficient and effective resources, it will be able to influence the effectiveness of costs incurred by the company and generate maximum profits. With Cost Effectiveness which shows that a maximum level of use of resources owned by the business entity to get maximum profit.

Along with the opinion of Robbins et, al (2007) that performance can be assessed from four dimensions, namely: 1) quantity of work, 2) quality of work, 3) knowledge of work and 4) responsibility for work. Sedarmayanti (2011) employee performance was observed from five indicators, namely: 1) Job performance, 2) Expertise, 3) Behavior, 4) Leadership.

Based on Law No. 5 of 2014, the Functions, Tasks, and Roles of ASN are regulated in CHAPTER IV article 10, article 11, and article 12. That is as follows:

- a) Based on article 10, ASN employees have the function as executors of public policies, public servants, and adhesives and unifying the nation.
- b) Based on article 11, ASN employees have the duty to implement public policies made by staff development officials in accordance with the provisions of legislation, provide professional and quality public services, and strengthen the unity and unity of the Unitary State of the Republic of Indonesia.
- c) Based on Article 12 the role of ASN employees is as a planner, executor, and supervisor of the implementation of general tasks of government and national development through the implementation of professional policies and

public services, free from political intervention, and free from practices of KKN.

3. Method

This research is a survey research with a population of 216 which then drawn as many as 140 samples as well as respondents used to measure causal relationships between variables. Data processing techniques use the SEM method with AMOS Software 23. The questionnaire is used as a data collection tool. The unit of analysis is employees of the state civil apparatus in the national education service, health services, cooperative services and trade and social services in Polewali Mandar District, Majene and Mamuju, West Sulawesi Province.

The research model proposed in this study as shown in Figure 1 below:



Figure 1: Model Conceptual Research Framework

Based on previous theories relating to the dimensions of individual factors, the following hypothesis is assumed:

- H1: Leadership style has a significant effect on Job Satisfaction
- H2: Job Satisfaction has a significant effect on the Performance of the State Civil Apparatus.
- H3: The leadership style has a significant effect on the performance of the State Civil Apparatus.

4. Analysis of Results

a) Confirmatory Factor Analysis (CFA)

Analysis of the results of research using structural equation models (Structural Equation Model) with compirmary factor analysis (CFA) AMOS program 23. Predictive strength of observation variables at the individual level and at the construct level is seen through the critical ratio (C.R). If the critical ratio is significant, these dimensions will be said to be useful for predicting constructs or latent variables. The latent variable in this study consisted of leadership style, job satisfaction and the performance of state civil apparatus. Using the structural equation model from AMOS there will be model indicators that are fit. The benchmark used in testing each hypothesis is the value of the critical ratio (C.R) on regression weight with a minimum value of 1.96 in absolute terms.

The criteria used are to test whether the proposed model is compatible with the data or not. The criteria for model fit consist of; Chi square, Probability, CMIN / DF, RMSEA, TLI and CFI. The evaluation of the criteria for goodness of fit indicies in the leadership style (GK), Job Satisfaction (KK) and State Civil Apparatus Performance (KASN) before and after modification can be seen in table 1 below:

Table 1: Evaluation of LS Criteria for Goodness of Fit Indicies, JS and PSCA Before and After Modification

Goodness Of Fit	Cutt-Of Value	Before		Modification	
		Model Value	Note	Model Value	Note
Leadership Style (LS)					
X ² Chi Square	$\alpha = 5\%$	11,919	Not Good	5,092	Good
Probability	$\geq 0,05$	0,155	Good	0,649	Good
CMIN/DF	$\leq 2,00$	1,490	Good	0,727	Good
RMSEA	$\leq 0,08$	0,059	Good	0,000	Good
TLI	$\geq 0,95$	0,986	Good	1,008	Good
CFI	$\geq 0,95$	0,993	Good	1,000	Good
Job Satisfaction (JS)					
X ² Chi Square	$\alpha = 5\%$	129.609	Not Good	20,826	Not Good
Probability	$\geq 0,05$	0.000	Not Good	0,022	Not Good
CMIN/DF	$\leq 2,00$	6.822	Not Good	2,083	Good
RMSEA	$\leq 0,08$	0.205	Not Good	0,088	Good
TLI	$\geq 0,95$	0.681	Not Good	0,941	Good
CFI	$\geq 0,95$	0.783	Not Good	0,979	Good
Performance Of The State Civil Apparatus (PSCA)					
X ² Chi Square	$\alpha = 5\%$	60,903	Not Good	6,896	Good
Probability	$\geq 0,05$	0,000	Not Good	0,141	Good
CMIN/DF	$\leq 2,00$	6,767	Not Good	1,724	Good
RMSEA	$\leq 0,08$	0,204	Not Good	0,072	Good
TLI	$\geq 0,95$	0,855	Not Good	0,982	Good
CFI	$\geq 0,95$	0,913	Good	0,995	Good

Source: Primary Data Processed, 2018

The results of processing using AMOS. 23 shown in table 1 above, it can be seen that the value of the compirmary factor analysis (CFA) or the correlation between the constructs and the initial variables does not meet the standard cut-off value because there are still poor results of the model. After modifying the model, the standard cut-off valuation meets the criteria even though there are some unfavorable criteria. In general, this can explain that the model in table 1 shows a good level of acceptance, therefore it can be concluded that the model is acceptable.

Furthermore, to find out the variables used as indicators of the variables in leadership style (GK), Job Satisfaction (KK) and State Civil Apparatus Performance (KASN) can be observed from the Loading Factor or Coefficient value of lamda (λ) and the significance level of modification, which reflects each - each as an indicator of the leadership style Empowerment variable (GK), Job Satisfaction (KK) and State Civil Apparatus Performance (KASN) to be used appears in table 2 below:

Table 2: Loading Factors (λ) Measurement of Leadership Style, Job Satisfaction and Performance of State Civil Apparatus (Modifications)

Variable Indicator	Loading Factor (λ)	Critical Ratio (C.R)	Prob (p)	Note
Leadership Style (LS)				
LS1	0.758	9,505	0,000	Significant
LS2	0.842	11,669	0,000	Significant
LS3	0.851	11,025	0,000	Significant
LS4	0.822	1,000	0,000	Significant
Job Satisfaction (JS)				
JS 1	0,543	5,828	0,000	Significant
JS 2	0,870	9,114	0,000	Significant
JS 3	0,659	7,301	0,000	Significant
JS 4	0,628	6,899	0,000	Significant
JS 5	0,720	Fix	0,000	Significant
Performance Of The State Civil Apparatus (PSCA)				
PSCA 1	0.829	1,000	0,000	Significant
PSCA 2	0.912	13,069	0,000	Significant
PSCA 3	0.791	9,519	0,000	Significant
PSCA 4	0.868	12,389	0,000	Significant
PSCA 5	0.742	8,856	0,000	Significant
PSCA 6	0.655	10,465	0,000	Significant

Source: Primary Data Processed, 2018.

The Loading Factor value or Coefficient of lamda (λ) after modification can be seen that the leadership factor loading factor in the first indicator is 0.953 higher than the second loading factor indicator of 0.909. The value of the Loading Factor or Coefficient of lamda (λ) after modification can be seen in the loading factor variable job satisfaction on the fifth indicator is the highest loading factor value of 0.720 then the lowest loading factor indicator, namely the first loading factor indicator of 0.543. Furthermore, the Factor Loading Value or Coefficient of lamda (λ) after modification on the performance variables of the State civil apparatus can be seen that the loading factor in the second indicator of 0.912 is the highest loading factor of the six loading factors found in the variable where the lowest indicator value is 0.655.



Figure 2: Measurement Model of the Research Conceptual Framework

Overall can be seen in Figure. 2 above that all indicators that have met the criteria of goodness of fit indicies in general can explain that the model shows a good level of acceptance, therefore it can be concluded that the model is acceptable.

b. Results of Testing Research Hypotheses

Based on Figure 2, the conceptual framework model of the next research is testing the independent variables on the dependent variable by testing the path coefficients in the structural equation model. Table 4 is a test of the direct effect and indirect effect hypothesis by looking at p value, if the p value is smaller than 0.05 and 0.10 (Sugiono, 2006) the

relationship between the variables is significant. The test results are presented in the following table:

Table 4: Testing the direct effect and indirect effect hypothesis

Relation Variable	Direct Effect				
	Direct Effect	Indirect Effect	C.R	p-Value	Note
Leadership Style -> Job Satisfaction	0,007	-	0,185	0,854	Not Significant
Job Satisfaction -> Performance Of The State Civil Apparatus	1,659	-	1,654	0,098	Significant
Leadership Style -> Performance Of The State Civil Apparatus	0,469		3,965	0,000	Significant

Source: Data processed, 2018.

Based on the results of the direct effect analysis and the indirect effect independent variable on the dependent variable, it can be explained as follows:

- a) The direct effect of leadership style on job satisfaction has a value of 0.007, the value of indirect influence is 0,000 so as to produce a value of the total effect of 0.007.
- b) The direct effect of the variable job satisfaction on the performance of ASN has a value of 1.659, the value of indirect influence is 0,000 so as to produce a value of the total effect of 1.659.
- c) The direct influence of the leadership style variable on the performance of the ASN has a value of 0.469, the value of the indirect effect is 0,000 so that the value of the total influence is 0.469.

Overall loading factors and direct influence of leadership style (GK), Job Satisfaction (KK) and State Civil Apparatus Performance (KASN) can be seen in figure 3 below:

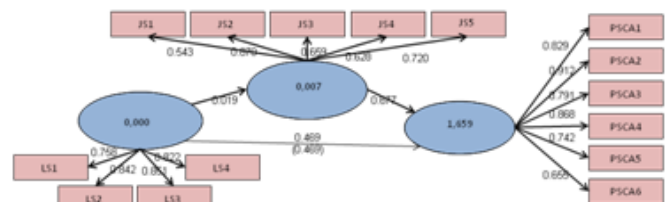


Figure 3: Direct Effect on the Research Conceptual Framework

Based on the results of testing the hypothesis in Table 4 and Figure 3 above, the results of the analysis of the direct and indirect effects show the regression coefficient value (regression wight estimate), critical ratio (t-count) and direct influence. The hypothesis is accepted if the critical ratio (t-count) is greater than the value of t-table or p-value ≤ 0.05 or ≤ 0.10 . The functional relationships of these variables can be described as follows:

- a) Estimated value of the coefficient of $0.019 > 0$ this shows a causal relationship between leadership style to job satisfaction is positive. The value of the critical ratio (t-count) 0.185 is smaller than 1.960 for the confidence level of 0.05 and the p-value of $0.854 > 0.05$ which indicates an insignificant level of 5%. The coefficient illustrates that leadership style does not affect employee job satisfaction. Thus the first hypothesis is declared rejected.

- b) The estimated value of the coefficient is $0.677 > 0$ this indicates a causal relationship between job satisfaction and ASN performance is positive. The value of the critical ratio (t-count) 1.654 is greater than 1.645 for the confidence level of 0.10 and the p-value of $0.098 < 0.10$ which indicates a significant level of 10%. The coefficient illustrates that by increasing job satisfaction will improve the performance of ASN. Thus the second hypothesis is declared accepted.
- c) The estimated value of the coefficient is $0.469 > 0$, this indicates a causal relationship between job satisfaction and ASN performance is positive. The value of the critical ratio (t-count) 3.965 is greater than 1.960 for the confidence level of 0.05 and the p-value of $0.000 < 0.05$ which indicates an insignificant level of 5%. The coefficient illustrates that by increasing leadership style, it will improve the performance of ASN. Thus the third hypothesis is declared accepted.

5. Discussion of Research Results

a) Leadership Style Towards Job Satisfaction

Based on the results of the analysis show that the Leadership Style has no significant effect on job satisfaction. This means that the Leadership Style does not contribute to the high and low job satisfaction of employees. The Leadership Style variable is in the good category and is formed by 4 Indicators, namely: Directive Leadership, Supportive Leadership, Participatory Leadership and Achievement-oriented Leadership. Indicators of Participatory leadership style are the most dominant indicators based on respondents' responses with very good categories while the directive leadership style indicators are indicators that have respondents' responses to categories dominated by good categories.

In the category of directive leadership style it illustrates that employers do not always give direct direction to subordinates in the course of carrying out work, notices about what to do and how to do it and the use of strict work procedures (SOP) in its implementation is still inadequate but this not a cause of job dissatisfaction or does not affect employee job satisfaction. In the variable job satisfaction in the respondent's answer in the satisfaction indicator with the boss, there are 4.3% of the answers strongly disagree on the question whether the employer wants to listen to the opinion of his subordinates and 4.3% of the answers strongly disagree on the question whether the employer has work motivation high for employees. There are also disagreements and disagreements. This can be understood by staff dissatisfaction with superiors or leaders in the agency. Even though the lack of proper knowledge about leadership style as a big motivation for job satisfaction and ignoring it will lead to destruction and other phenomena that cannot be repaired among staff in the organization (Bahrani et al., 2012. Tan & Waheed, 2011). In addition, it can create negative effects on staff performance and organizational outcomes (Alam, 2009). This study is in line with Omolayo's (2012) study saying that leadership style does not affect job satisfaction or there is no influence between leadership style and Job Satisfaction in three educational institutions in Ekiti State, Nigeria. Furthermore, research conducted in three companies (companies A, B and C) of the construction

sector in India found that leadership styles did not have a positive and significant effect on job satisfaction of most employees in the construction company B (Nidadhavolu, 2018). Further research for the Australian sample of organizational culture, leadership style has a positive and significant effect on job satisfaction, commitment and performance, while for hongkong has a negative and significant effect on job satisfaction, positive influence on commitment and performance (Peter Lok, Jhon Crawford, 2004).

Job satisfaction is very important where the duties and responsibilities charged to employees must be in accordance with their competencies. In addition to leadership style, tasks that do not match the ability of employees will lead to dissatisfaction at work. Gibson (2000) states job satisfaction as the attitude employees have about their work. This is a result of their perception of work. Further satisfaction is also related to rewards or salaries. Rewards will determine the level of job satisfaction. When someone experiences responsibilities that will result in higher productivity or performance. This is supported by the theory from Scheiner (1988) suggesting that individuals are attracted to and feel comfortable in an organization because of the similarity of characteristics between the two.

Some studies that found an influence and that did not influence the leadership style with job satisfaction, among others, said that the presence of job satisfaction can increase personal effort, communication, the ability of employees (staff), like their work and help the organization's growth (Aziri, 2011). Furthermore, the lack of proper knowledge of leadership style as a big motivation for job satisfaction and ignoring it will lead to destruction and other phenomena that cannot be repaired among staff in public education organizations (Bahrani et al., 2012. Tan & Waheed, 2011). In addition, it can create negative effects on staff performance and organizational outcomes (Alam, 2009)

There are many problems around effective factors that encourage satisfaction and turn into dissatisfaction such as inappropriate leadership styles in public education organizations (Mehrad, 2014)

Lack of attention to Job Satisfaction will lead to and cause some abnormal reactions such as in and out (turnover), absenteeism, dissatisfaction, unnatural behavior towards colleagues in the organization (Khera & Gulati et al., 2012).

b) Job Satisfaction with ASN Performance

Based on the results of the analysis show that job satisfaction has a significant effect on employee performance. This means that job satisfaction contributes to the high and low performance of employees.

Job satisfaction variables are in the good category and are formed by 5 indicators, namely satisfaction with salary, satisfaction with promotion, satisfaction with fellow workers, satisfaction with employers and satisfaction with the work itself. The results of the analysis show that all indicators of job satisfaction affect employee performance. While the performance of ASN is formed by 6 indicators,

namely quality, quantity, timeliness, effectiveness, need of supervision and interpersonal impact.

The implementation and basis of the promotion that is set is in accordance with the wishes of employees where promotions will be given to employees who can carry out their work properly. This is in line with the highest contribution of respondents to this matter so that this causes an increase in employee performance.

Research conducted in the United Arab Emirates Government (UAE) organization by Zeffane and Hana in 2008, data was based on responses from 217 employees from various parts of the organization's department. The results of the stepwise regression analysis reveal that job satisfaction has a positive and significant effect on employee performance. The results of research conducted by Ostroff (1992) in Sabri Nurdin (2013), showed a positive relationship between job satisfaction and performance. Furthermore, more specifically expressed, organizations with employees who are more satisfied, committed, able to adjust and not stress will have a higher level of performance than employees who are less satisfied, less committed, less able to adjust and experience more stress. Kreitner and Kinicki (2012) state that job satisfaction is an emotional response to aspects of work. organizations that have more satisfied employees tend to be more effective than organizations that have employees who are less satisfied. Robbins (2007) further explained that performance is the result achieved by workers on jobs according to certain criteria that apply to certain jobs. Quality employee performance is needed by the organization in order to improve the quality of work, so that performance is achieved then employees should get satisfaction in working first. Furthermore it is said that job satisfaction has an effective role on successful staff and their performance in public education organizations (Al-zu'bi, 2010).

c) Leadership Style on ASN Performance

Based on the results of the analysis show that the leadership style has a significant effect on employee performance. This means that the leadership style contributes to the high and low performance of employees.

The Leadership Style variable is in the good category and is formed by 4 Indicators, namely: Directive Leadership, Supportive Leadership, Participatory Leadership and Achievement-oriented Leadership.

Indicators of Participatory leadership style are the most dominant indicators based on respondents' responses with very good categories while indicators of directive leadership style are indicators that have responses from respondents with categories dominated by good categories.

In the category of participatory leadership style it illustrates that employers provide opportunities for employees to discuss problems related to the work of employees, and pay attention to input and information from subordinates regarding decision making on this matter is an indicator that can affect the improvement of employee performance. The results of this study are in line with the results of other studies which found that leadership styles have a significant

effect on employee work performance in South Africa (Babalola, 2016).

6. Conclusion

Based on the results of the analysis and testing of hypotheses carried out in this study, several conclusions can be made; Leadership Style has no significant effect on job satisfaction. Thus directive leadership, supportive leadership, participatory leadership and achievement-oriented leadership do not contribute to the high and low job satisfaction of employees. Assuming that other factors that influence employee job satisfaction are considered constant; Job satisfaction has a significant effect on employee performance. This means that high job satisfaction in these agencies will improve the performance of employees in the regional government of West Sulawesi. Conversely, if the job satisfaction applied by a low institution, the lower the performance felt by employees; Leadership style has a significant effect on employee performance. This means that a high leadership style within the agency will improve the performance of employees in the regional government of West Sulawesi. Conversely, if the leadership style applied by low institutions, the lower the perceived performance of employees.

References

- [1] Aida Mehrad et al, 2014. "The Role of Leadership Style on staff's job satisfaction In public Orgaitation".ISSN 0188-6266
- [2] Al-Zu'bi, H.A. 2010. "A Study Of Relationship Between Organizational Justice and Job Satisfaction". *International Journal of Business and Management* Vol. 5, No. 12, pp. 102 –109.
- [3] Akhila Nidadhavolu. 2018. Impact of Leadership Style on Employee Job Satisfaction and Organization Commitment. A Study in the Contruction Sector in India.
- [4] Babalola, S.S., 2016."The Effect of leadership style, Job Satisfaction And Employee Supervisor Relationship On Job Performance And Oragnizational Commitment". *Journal of Aplied Business Research* (JABR), 32(3), 935-946.
- [5] Barney JB, & Griffin R. (1992). *The Management of Organizations: Strategy, Structure, and Behavior*, Boston, MA : Houghton Mifflin.
- [6] Bernardin, John H., dan Russel.1993. *Human Resources Management*. Jakarta: Gramedia Pustaka.
- [7] Brikend Aziri, 2011. Job Satisfaction A literature Review Management Research and Practic. Issue 4 (2011) PP: 77-86.
- [8] Cascio, W.F. 2006. *Managing Human Resources : Productivity, Quality of Life, Profits*. McGraw-Hill Irwin.
- [9] Cellucci, Anthony J., and David L. De Vries.1978. *Measuring Managerial Satisfaction: A Manual for the MJSQ, Technical Report II* (Center for Creative Leadership).
- [10] Eagly, A. H., Johannesen-Schmidt, M. C. & Van Engen, M. L. (2003). Transfor- mational, transactional, and laissez-faire leadership styles: a meta-analysis

- comparing women and men. *Psychological bulletin*, 129(4), 569.
- [11] Gibson, James.L; John Ivancevich and James. H.Donnelly Jr. Ali Bahasa Djoerban Wahid, 1997. *Perilaku Organisasi, Struktur dan Proses*, Jakarta: Bina Aksara.
- [12] Ilham, 2017. Aparatur Sipil Negara Dituntut Miliki Kompetensi. Provinsi Sulawesi Barat: Humas.
- [13] Khanka, S.S., 2000. *Organisational Behaviour (Text and Cases)*. . Assam, India: Professor, Departement of Business Administration Assam (central) University, Silchar-788011
- [14] Kreitner, R. & A. Kinicki. 2012. *Organizational Behavior*. New York: 10th edition. Mc Graw Hill.
- [15] Lussier N. Robert, Achua F. Christopher (2010). *Leadership Theory, application, & skill development*. 4th ed. University of Virginia's College at Wise. South Western Cengage Learning.
- [16] Luthans, F. 2002. *Organizational Behavior*, Ninth Edition, New York: McGraw Hill.
- [17] Matalia, M. (2012). Pengaruh Kepemimpinan dan Hubungan Kerja Terhadap Pengembangan Karir dan Kepuasan Kerja Pegawai Di Kantor Sekretariat Pemerintah Daerah Provinsi Bali. *Jurnal Manajemen, Strategi Bisnis dan Kewirausahaan*, 6 (2).
- [18] Newstrom, W. dan Davis, K. 2002. *Organizational Behavior. Human Behavior at Work. International Edition*. United States: McGraw-Hill Company.
- [19] Ostroff, C, 1992, "The Relationship between Satisfaction, Attitudies, and Performance, An Organizational Level Analysis", *Journal of Applied Psychology*, Vol. 77. pp.963-974.
- [20] Peter Lok, Jhon Crawford, 2004. The Effect of organizational culture and Leadership style on Job satisfaction and Organisational Commitment
- [21] Robbins dan Judge. 2007. *Perilaku Organisasi*, Buku 1 dan 2. Jakarta: Salemba Empat.
- [22] Robbins, Stephen P. 2003. *Perilaku Organisasi*, Jakarta: Kelompok Gramedia.
- [23] Sedarmayanti 2011 *sumber daya manusia dan produktivitas kerja* Bandung: CV. Mandar Maju.
- [24] Thoha, Miftah. 2013. *Kepemimpinan Dalam Manajemen*, Jakarta: Raja Grafindo Persada.
- [25] Voon, M. L., Lo, M. C., Ngui, K. S. & Ayob, N. B. (2011). The influence of leadership styles on employees' job satisfaction in public sector organizations in Malaysia. *International Journal of Business, Management and Social Science*, 2(1), 24-32.
- [26] Yulk, Gary 2010. *Kepemimpinan dalam Organisasi. Edisi Kelima*. Jakarta: PT Indeks. Hicks, G.H., and Gullet, C.R. (1975). *Organizations: Theory and Behaviour*. New York: McGraw-Hill.