

Original Research Article

Influence of Employee Development, Motivation and Leadership on the Performance of Civil Servants, Job Satisfaction as Moderator Variable: A Case of the Jambi Regional Police

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Abstract: This study aims to analyze the influence of development, motivation and leadership on the performance of civil servants with job satisfaction as the moderator variable especially in the Jambi Regional Police. The analysis model is the the Structural Equation Modeling Partial Least Square (SEM – PLS). The results showed that, there is no influence of development on job satisfaction. Motivation has a positive effect on job satisfaction. Leadership has a positive significant effect on job satisfaction. Job satisfaction has an influence on employee performance. Employee development affects the performance. Motivation moderated by job satisfaction has insignificant impact to performance. Furthermore, job satisfaction can moderate the influence of leadership on the performance.

Keywords: Civil servants, Job satisfaction, Leadership, Motivation, Performance.

INTRODUCTION

Development provides benefits to employees, for instance, better positions and careers. It increases organizational efficiency as well. Skilled employees provide better performance at work. Employee development includes training, work experience and job rotation. Therefore only job experience as the independent variable has a significant and positive impact on the dependent variable (employee performance). Meanwhile the other independent variables are found to be insignificant drivers in influencing employee performance [1]. The issue or problem relating to employee development today is there are many employees of an institution/organization who do not want to improve their work performance through education, work experience, and training, and it is resulting on the bad performance of employee. There are many employees whose education attainment is low (high school and diploma) and which have no interest in continuing their study to the higher education level [2].

Employee development is much needed by an organization due to: 1) the existence of technologies used by employees at work in the form of new applications/software; 2) the lack of employees' skills in using technology-based work tools. Organization's program therefore cannot be carried out optimally; 3) so that employees can work in total, it is necessary to hold employee education and training regularly; 4) the intense competition in improving services and results in various organizations [3].

It can be concluded that employee development is an activity to improve employee performance through education and training carried out by an institution or organization for the employees. Development of civil servants is going through several processes: formal education, work experience and training.

According to Akhmal [4] there is a relationship between employee development and job satisfaction, where employee development has a positive influence on job satisfaction but its coefficient of determination is 29.4%. The results of his study indicate that work experience and training does not always increase job satisfaction. Future research needs to be carried out on other variables that drive satisfaction of the employees.

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Motivation encourages individuals to achieve their goals and organizational goals through every challenge and obstacle in their workplace; think of it as an opportunity to move forward in their own direction. The need for achievement always results in a desire to give extra efforts to do something better and a desire for success. Managers have to motivate employees to do and finish something by themselves without getting asked to do so. Extrinsic motivation, on the other hand, is a result driven by external rewards such as salary, material, asset, prestige, and positive evaluations from others [5]. The problem related to this motivation is that the employees do not have a motivation to work even despite the reward given by the institution or organization.

Motivation has a good relationship with various activities in an institution both the government and other organizations such as: 1) motivation is closely related to the work environment, infrastructure, and implementation of organizational management, 2) motivation has a good relationship with employee, such as management, skills, knowledge, education, training and work experience, encouragement and work results achieved [6]. In other words, motivation is a form of encouragement given by one person to another person to carry out a work so as to obtain excellent results.

There are many experts discussing the theories of motivation including: the Content theory, the Taylor's Motivation theory and the Maslow's Hierarchy of Need theory, the ERG (Existence, Relatedness and Growth) theory, the Two Factor theory, the McClelland's Achievement Motivation theory and the Process theory [7].

Juniari [8] stated that there is a relationship between motivation and job satisfaction, where motivation positively influences job satisfaction. The results found that when an employee is given rewards in the form of salary, performance allowances and meal allowances, the job satisfaction of the employee increases. This satisfaction is felt when the rewards the employee received fulfill their needs.

Leadership is a method practiced by a leader to improve the performance of his/her employees in carrying out the vision and mission of the institution and organization. This is one of the leaders' efforts to improve the quality of management in an organization which can communicate well with subordinates in carrying out a main task and its function. Despite the change in the position of the leader in the institution or organization, it continues to run according to existing rules. A leader is a part of an organization that can motivate subordinates to achieve common goals and objectives of the institution [9].

Leadership is considered as a decisive and important role. It has a function of management, directed at increasing human interaction in social life, also is the process of persuading people so they will achieve organizational goals. As a group leader, one must encourage members of the organization to act as well as to achieve common goals [10]. The issue related to the leadership nowadays is that there are many leaders who do not pay attention to the quality of work of their subordinates. Good leadership is depended on the style of leadership and who exercises it so that they can pay attention to the quality of work of their subordinates to achieve progress and develop in the government institution. Furthermore, development is one form of activity to eliminate the large differences in the performance among employees in accordance with the order of the institution or organization [11].

Voon [12] defines leadership as a good relationship between leaders and subordinates to work so as to achieve the common goals together. According to Umiarso [13], the functions of leadership in an organization consist of: 1) Instructive functions, 2) Consultative functions, 3) Participatory functions, 4) Delegate functions, and 5) Controlling functions. Siagian [14] described types of the leader in leadership consist of: a) Autocratic, b) Paternalistic, c) Laissez-Faire, d) Democratic, and e) Charismatic.

Thoha [15] states that there are three styles in leading an organization, including autocratic leadership style, democratic leadership style, and permissive leadership style. Leadership has various variables including: a) communication methods, b) driving motivation, c) leadership ability, d) decision making, and e) positive power [16]. In conclusion, leadership is the existence of a good and harmonious relationship and polite communication exercised by a leader to his/her subordinates at work in an organization.

According to Susanto [17], leadership has a positive significant impact to job satisfaction. The results of his study found that a good communication between leaders and subordinates at work can increase job satisfaction of their subordinates. They feel appreciated by a leader who speaks politely and clearly provides direction at work.

Employee performance can be good when there is a great encouragement and support given by a leader of an institution to the subordinate at work. That subordinate thus can finish work on time, in which the leader always gives good direction, attitude and behavior in accordance with standard operating procedure in the institution or organization. Furthermore, the job satisfaction and employee development provided by the leader can improve employee performance

in carrying out their duties [18]. The issues or problems related to the no improvement of employee performance in an institution are: 1) Many employees finish their work beyond the allotted time; 2) institutions or organizations do not give rewards to competent employees and penalties for incompetent ones at work; 3) work space is less comfortable and clean.

Timpe [19] identifies two factors that improve employee performance: (1) Internal factors. These factors come from within an individual including spiritual and physical factor, as well as, intelligence quotient and emotional quotient. (2) External factors. These factors come from outside oneself including work environment, infrastructure, rewards, total workload, et cetera.

The decline on the performance of civil servants or *Pegawai Negeri Sipil* (PNS) has become a current issue. Newspaper, articles and comments in internet and television highlight every day the poor performance of civil servants. They are being regarded as employees who are less innovative at work, do many official travels that only waste state budget, often come late to work and lack enthusiasm for work. These problems are present not only in one institution but also in all government offices, including the civil servants of the Jambi Regional Police.

The number of civil servants working in the Jambi Regional Police is 319 people. Male civil servants are 91 people (29%) and female civil servants are 228 people (71%). It means that the majority of civil servants in the Jambi Regional Police are women.

According to Mathis [20], job satisfaction is a positive emotional state resulting from evaluating one's job experience. Job satisfaction is a good behavior possessed by an employee at work in an institution or organization. In its concept, job satisfaction is defined as the level of contentment employees feel with their job. In general, an employee feels content when the work results achieved are in accordance with other's desire and institutional or organizational goals. Whenever an employee gets results at work, that person feel satisfied [21]. Rivai [22] defines job satisfaction as an evaluation of the work done by employees which can gain satisfaction in meeting their needs.

Various factors influence one's job satisfaction, including: 1) satisfaction with the type of tasks done; 2) satisfaction of rewards; 3) satisfaction with direct supervision from superiors at work; 4) satisfaction with co-workers who work in accordance with their duties and functions at work; 5) satisfaction with the promotion given by the leader based on the employee's work [7].

Job satisfaction, therefore, is a feeling of satisfaction experienced by a leader and subordinates with works carried out by individuals and team works. One's job satisfaction usually arises if his/her works are finished with high quality results and finished on time.

According to Suprpta [23] there is a correlation between job satisfaction and employee performance, where job satisfaction has a positive result. It means that job satisfaction has a significant impact on employee performance. The results of his research indicate if the employees are satisfied with their job then their performance will improve. They will likely finish their work on time with no errors.

In this context, this study aims to analyze the influence of development, motivation and leadership on the performance of civil servants with job satisfaction as the moderator variable especially in the Jambi Regional Police.

METHODS

Population and Sample

The method used in this study is through surveys. Population of this study consists of civil servants who work in the Jambi Regional Police. Total population of 319 civil servants consists of 91 men and 228 female. Samples for each gender group is based on the Slovin formula:

$$n = \frac{N}{1 + Nd^2}$$

Where:

n = sample size

N = population size

d = margin of error of 5%

Male samples

$$n = \frac{91}{1 + 91(0,5)^2} = 74$$

Female samples

$$n = \frac{228}{1+228(0,05)^2} = 145$$

The sampling technique used in this study was random sampling method.

Data Collection

Data were obtained through questionnaire to selected respondents. In addition, in-depth interviews were also conducted to officials within the Jambi Regional Police.

Model and Analysis Techniques

To analyze the influence of development, motivation and leadership on the performance of civil servants with job satisfaction as the moderator variable in the Jambi Regional Police, the following model is used:

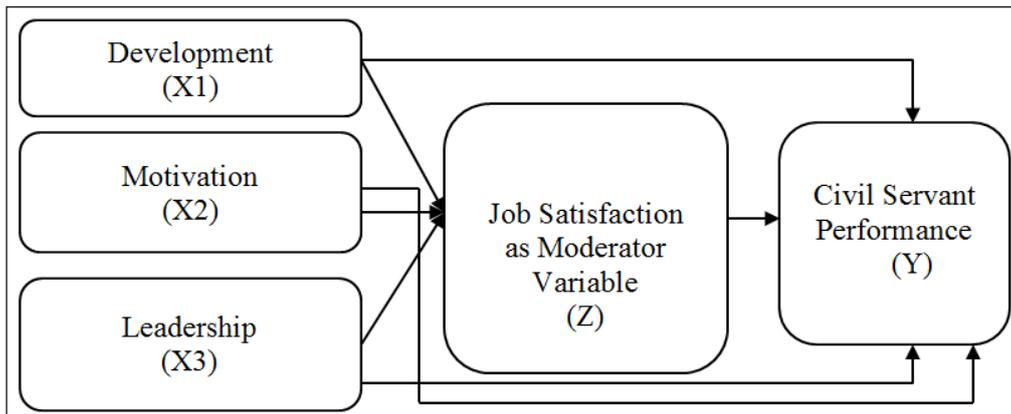


Fig-1: SEM-PLS Model

The data were analyzed using the Structural Equation Modeling Partial Least Square (SEM – PLS).

Research Variables

The variables for this study are:

Table-1: Research Variables

No	Variables	Indicators	Kode
1.	Development	1. Education	X1.1
		2. Work Experience	X1.2
		3. Training	X1.3
2.	Motivation	1. Supervision	X2.1
		2. Work Environment	X2.2
		3. Rewards	X2.3
		4. Attitude	X2.4
3	Leadership	1. Communication Methods	X3.1
		2. Driving motivation	X3.2
		3. Leadership Ability	X3.3
		4. Decision Making	X3.4
		5. Positive power	X3.5
4	Performance of Civil Servants	1. Workload	Y1
		2. Work Quality	Y2
		3. Attendance	Y3
		4. Teamwork Skills	Y4
5	Job Satisfaction	1. Satisfaction with Tasks	Z1
		2. Satisfaction of Rewards	Z2
		3. Satisfaction of the Leader’s Supervision	Z3
		4. Satisfaction with Co-workers	Z4
		5. Promotion Opportunities	Z5

RESULTS AND DISCUSSION

Description of Variables

Development as the variable uses 16 indicators: 4 indicators for education, 5 indicators for work experience, and 6 indicators for training. All indicators use a 5-point scale (1 = strongly disagree, 5 = strongly agree). Furthermore, the validity test was carried out for the data used. All indicators of development, education (X1.1), work experience (X1.2) and training (X1.3), are valid.

Motivation as the variable uses 18 indicators covering 4 dimensions: 3 indicators for supervision, 4 indicators for work experience, 6 indicators for rewards and 5 indicators for attitude. The results of the validity test find that supervision (X2.1) and rewards (X2.3) are valid, while work environment (X2.2) and attitude (X2.4) are invalid. These invalid indicators are thus removed.

Leadership as the variable has five indicators: communication methods, driving motivation, leadership ability, decision making and positive power. Measurement of leadership uses 32 indicators covering 5 dimensions: 9 indicators for communication methods, 7 indicators for driving motivation, 7 indicators for leadership ability, 4 indicators for decision making and 5 indicators for positive power. The results of the validity test indicate that communication methods (X3.1), leadership ability (X3.3) and positive power (X3.5) are invalid. Driving motivation (X3.2) and decision making (X3.4) are valid.

Performance of civil servants as the variable uses 20 indicators covering 4 dimensions: 4 indicators for workload, 7 indicators for work quality, 4 indicators for attendance and 5 indicators for teamwork skills. Results of the validity test show that workload (Y1) and work quality (Y2) are valid, while attendance (Y3) and teamwork skills (Y4) are invalid.

Job satisfaction as the variable uses 39 indicators covering 5 dimensions: 8 indicators for satisfaction with tasks, 6 indicators for satisfaction of rewards, 9 indicators for satisfaction of the leader’s supervision, 8 indicators for satisfaction with coworkers and 8 indicators for promotion opportunities. From the results of the validity test of job satisfaction, satisfaction of rewards (Z2), satisfaction with coworkers (Z4) and promotion opportunities (Z5) are invalid. satisfaction with tasks (Z1) and satisfaction of the leader’s supervision (Z3) are valid.

Outer Model Testing

Convergent Validity

The indicator is valid if the convergent validity value between the latent variable and the indicator is higher than 0.7. The correlation between the indicators and its construct is shown in Figure-2:

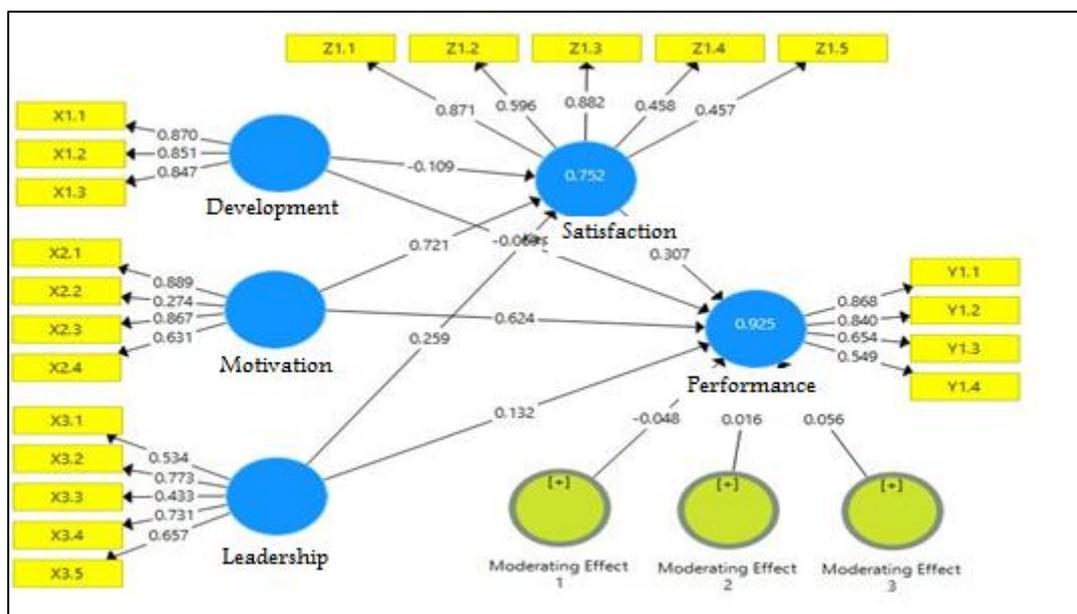


Fig-2: Loading Factor Initial Model

Based on Figure-2, there are indicators with convergent validity value below 0.70. These indicators, therefore, are excluded from the model: work environment (X2.2), attitude (X2.4), communication methods (X3.1), leadership

ability (X3.3), positive power (X3.5), attendance (Y3), teamwork skills (Y4), satisfaction of rewards (Z2), satisfaction with coworkers (Z4), and promotion opportunities (Z5). More details are shown in Figure-3.

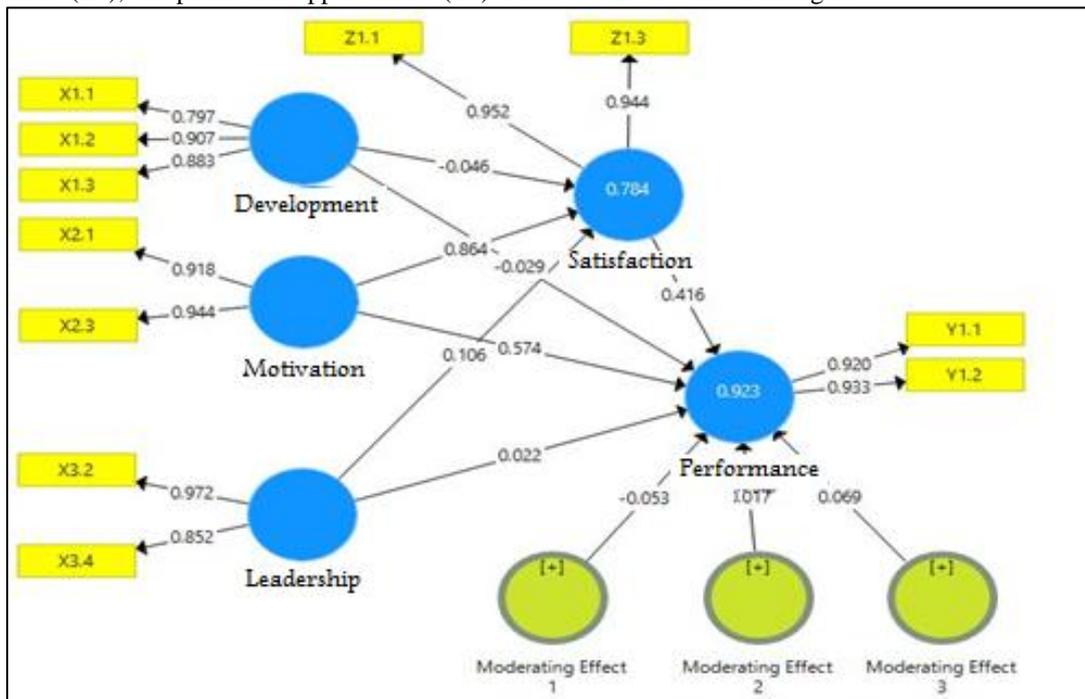


Fig-3: Loading Factor Modification Model

Based on Figure-3, it appears that all indicators have factor loading above 0.70. To conclude, convergent validity conditions are satisfied.

Discriminant validity: AVE (Average Variance Extracted)

Variable is valid if AVE value > 0.5. The AVE value of each variable in the model is given in Table-2:

Table-2: AVE (Average Variance Extracted)

Variables	Average Variance Extracted (AVE)
Leadership	0,836
Job Satisfaction	0,898
Performance of Civil Servants	0,859
Motivation	0,867
Development	0,746

As shown in Table-6, the AVE value of all variables is higher than 0.50. To conclude, all variables achieved discriminant validity.

Composite Reliability Test and Cronbach’s Alpha Test

A variable is reliable if its composite reliability value > 0.8 and Cronbach’s alpha value > 0.6. Composite reliability value and Cronbach’s alpha value for each variable in the model are shown in Table-3.

Table-3: Composite Reliability Value

Variables	Composite Reliability	Cronbach's Alpha
Leadership	0,910	0,828
Job Satisfaction	0,947	0,887
Performance of Civil Servants	0,924	0,836
Motivation	0,929	0,848
Development	0,898	0,829

Based on Table-3, all variables have composite reliability value > 0.8 and Cronbach’s alpha > 0.6. Thus, all variables have higher reliability.

Structural Model Testing (Inner Model)**R-squared value**

R-squared (R^2) is a statistical measure that indicates of how much the influence of independent variables (development, motivation, leadership) has on the dependent variable (performance of civil servants).

Table-4: R-squared (R^2) value

Variables	R-Squared
Job Satisfaction	0,784
Performance of Civil Servants	0,923

As shown in Table-4, the job satisfaction model has an R-squared value of 0.784 and the performance of civil servants model has an R-squared value of 0.923. It indicates that both models are good models.

Results of Bootstrapping

The results with the Bootstrapping method are shown as follows:

Table-5: Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership -> Job Satisfaction	0,106	0,094	0,049	2,144	0,033
Job Satisfaction -> Performance of Civil Servants	0,416	0,412	0,040	10,347	0,000
Moderating Effect 1 -> Performance of Civil Servants	-0,053	-0,055	0,026	2,001	0,047
Moderating Effect 2 -> Performance of Civil Servants	0,017	0,017	0,018	0,971	0,333
Moderating Effect 3 -> Performance of Civil Servants	0,069	0,071	0,031	2,201	0,029
Motivation -> Job Satisfaction	0,864	0,866	0,016	53,857	0,000
Development -> Job Satisfaction	-0,046	-0,035	0,051	0,910	0,364

Based on the results of the t test and p value as shown in Table 5, the hypothesis test results are given as follows:

Table-6: Hypothesis Test

Hypothesis	Construct	Conclusion
1	Development -> Job Satisfaction	Hypothesis 1 is rejected
2	Motivation -> Job Satisfaction	Hypothesis 2 is accepted
3	Leadership -> Job Satisfaction	Hypothesis 3 is accepted
4	Moderating Effect 1 -> Performance of Civil Servants	Hypothesis 4 is accepted
5	Moderating Effect 2 -> Performance of Civil Servants	Hypothesis 5 is rejected
6	Moderating Effect 3 -> Performance of Civil Servants	Hypothesis 6 is accepted
7	Job Satisfaction -> Performance of Civil Servants	Hypothesis 7 is accepted

Table-6 summarizes the results of the hypothesis testing:

- Development on job satisfaction obtained p value of $0.364 > 0.05$ and t statistic of $0.910 < t$ value of table of 1.96, the hypothesis is rejected
- Motivation on job satisfaction obtained p value of $0.000 < 0.05$ and t statistic of $53.857 > t$ value of table of 1.96, the hypothesis is accepted
- Leadership on job satisfaction obtained p value of $0.033 < 0.05$ and t statistic of $2.144 > t$ value of table of 1.96, the hypothesis is accepted
- Moderating effect 1 on performance of civil servants obtained p value of $0.047 < 0.05$ and t statistic of $2.001 > t$ value of table of 1.96, the hypothesis is accepted
- Moderating effect 2 on performance of civil servants obtained p value of $0.333 > 0.05$ and t statistic of $0.971 < t$ value of table of 1.96, the hypothesis is rejected
- Moderating effect 3 on performance of civil servants obtained p value of $0.029 < 0.05$ and t statistic of $2.201 > t$ value of table of 1.96, the hypothesis is accepted

- g. Job satisfaction on performance of civil servants obtained p value of $0.000 < 0.05$ and t statistic of $10.347 > t$ value of table of 1.96, the hypothesis is accepted

ANALYSIS RESULTS

Influence of Development on Job Satisfaction of Civil Servants in the Jambi Regional Police

Development is insignificant on job satisfaction. The results of this study contradict Dessler's [24] theory which suggests that development provides actual benefits for employees in the form of job satisfaction. The findings of this study, however, support the research by Ceylan and Rich [25] which found that development did not influence job satisfaction.

Development which consists of education, work experience and training cannot improve job satisfaction of the civil servants in the Jambi Regional Police. This is due to the type of work done by these civil servants has no correlation with education, work experience, and training they received so far.

Influence of Motivation on Job Satisfaction of Civil Servants in the Jambi Regional Police

Motivation has a positive significant impact to job satisfaction. The more optimal the motivation given is, the greater the job satisfaction of the civil servants in the Jambi Regional Police will be.

Motivation consists of supervision, work environment, rewards and attitude. These indicators become a measure of motivation among civil servants of the Jambi Regional Police. Direct supervision of the leader, comfortable work space/environment, complete infrastructure in workplace, and the provision of performance allowances, meal allowances, overtime pay, as well as moral support from co-workers have a positive impact on job satisfaction of the civil servants in the Jambi Regional Police. The results of this study are in line with research by Ahmed *et al.*, [26], Brahmasari [27], Ernawati [28], Job & Rafif [29], Maharjan [30], Saleem *et al.*, [31] and Shah *et al.*, [32].

Influence of Leadership on Job Satisfaction of Civil Servants in the Jambi Regional Police

Leadership has a positive significant effect on job satisfaction. The results of this study are in line with the research of Andri *et al.*, [33], Bushra Fatima *et al.*, [34], Nursiah [35], Rehman *et al.*, [36], and Sasongko [37].

Leadership consists of five indicators: communication methods, driving motivation, leadership ability, decision making, and positive power. It means that the better the leadership skills owned by the leader are, the greater the job satisfaction of civil servants in the Jambi Regional Police is. Leaders, who are able to communicate well, provide motivations, and exercise positive power, can create job satisfaction among civil servants in the Jambi Regional Police.

Influence of Development on Performance of Civil Servants in the Jambi Regional Police with Job Satisfaction as Moderator Variable

Development has a positive significant impact to performance of civil servants in the Jambi Regional Police with job satisfaction as the moderator variable. As such, the results of this study are in line with the research of Adeloka [38] which found a significant relationship between development and performance of civil servants, thus, affecting job satisfaction.

Job satisfaction directly influences performance of the civil servants by involving development. This shows that indicators of development: education, work experience and training are able to increase job satisfaction of civil servants in the Jambi Regional Police and must be accompanied by an improvement of the civil servants performance, in accordance with the vision and mission of the institution. In order to improve the performance of the employees, they need to develop themselves, for instance, by gaining new knowledge and improving skills. By exercising those efforts, leaders can improve job satisfaction of employees at work.

Influence of Motivation on Performance of Civil Servants in the Jambi Regional Police with Job Satisfaction as Moderator Variable

Motivation which is moderated by job satisfaction has insignificant effect on the performance of civil servants in the Jambi Regional Police. Observations and data test results show that most of the civil servants in the Jambi Regional Police tend to be neutral in dealing with various matters relating to job satisfaction.

Insignificant influence of job satisfaction moderating motivation and performance of civil servants is caused by various factors and other variables. Job satisfaction as the moderator variable should be either treated as purely independent variable or replaced with other variable as the moderator.

The results of this study establish the findings of Selvanathan *et al.*, [39] which concluded that to get the most effective motivation to work in order to improve employee performance is to have a friendly work environment and

provide training for employees. Tanuwibowo and Setiawan [40] in their research also showed that the level of motivation of employees can affect their performance.

Influence of Leadership on Performance of Civil Servants in the Jambi Regional Police with Job Satisfaction as Moderator Variable

Leadership has a significant effect on performance of civil servants in the Jambi Regional Police with job satisfaction as the moderator variable. In this sense, job satisfaction has the effect of strengthening the influence of leadership on the performance of the civil servants. The results of this study are in line with research by Charles *et al.*, [41] and Palupi [10].

Influence of Job Satisfaction on Performance of Civil Servants in the Jambi Regional Police

Job satisfaction has a significant effect on performance of civil servants in the Jambi Regional Police. The higher the job satisfaction of employee is, the employee performance increases. Employees who are satisfied with the results of their work, coworkers, supervision, and the rewards received show good performance. In addition, duties appropriate to the employee's position at work and on-time and good payment of salary can improve employee performance. The results of this study support the research by Aruna & Prasanga [42], Dizgah *et al.*, [43], Funmilola *et al.*, [44], Gibson *et al.*, [45], Perera *et al.*, [46], Pushpakumari [47], and Suwedana [48].

CONCLUSIONS

There is no influence of development on job satisfaction of civil servants in the Jambi Regional Police due to the duties and functions of the civil servants having no correlation with the education, work experience, and training received by them so far.

Motivation has a positive effect on job satisfaction. Direct supervision from the leader at work, comfortable workspace, complete infrastructure, receiving performance allowances, meal allowances, overtime pay and moral support from coworkers have a positive impact to job satisfaction of civil servants in the Jambi Regional Police.

Leadership has a positive significant effect on job satisfaction. It has 5 indicators: communication methods, driving motivation, leadership ability, decision making, and positive power. These five indicators serve as a measure of leadership variable in the Jambi Regional Police.

Job satisfaction has an influence on employee performance. Greater job satisfaction of the employee will result in the improvement of the employee performance. In this sense, job satisfaction can be explained by its indicators: satisfaction with tasks, satisfaction of rewards, satisfaction of supervision, and satisfaction with coworkers.

Employee development affects the performance of civil servants in the Jambi Regional Police with job satisfaction as the moderator variable. Job satisfaction directly affects the performance of the civil servants by involving development. On the other hand, motivation moderated by job satisfaction has insignificant impact to performance of the civil servants, meaning that it cannot improve the employee performance. Furthermore, job satisfaction can moderate the influence of leadership on the performance of civil servants in the Jambi Regional Police.

RECOMMENDATIONS

Recommendations offered and presented by the author are:

a. For the Chief of the Jambi Regional Police

Encouragement for civil servants to continue their study at formal educational institution and providing training in accordance with their fields of work are recommended to increase job satisfaction level of the civil servants.

b. For the Head of Human Resources Bureau

Improvement in employee development, motivation, leadership, performance of civil servants, and job satisfaction both for the heads of work unit and staffs are expected to carry out. These efforts can improve job satisfaction and employee performance.

c. For the Heads of the Work Unit

The heads of the work unit are expected to motivate their subordinates to work so that the employees will obtain good results at their work.

d. For Other Researchers

More studies on employee development are suggested by the author for other researchers because the results of this study found that employee development variable cannot improve employee performance.

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