

Antecedents and Consequences of Motivational: How Leadership, Organizational Culture and Competence Affect Performance

Yusuf Alfian Rendra Anggoro KR^{1*}, Basri Modding², Achmad Gani³, Sukmawati⁴

^{1*}Doctoral Student of Management Science, Universitas Muslim Indonesia

^{2,3,4}Fakultas Ekonomi dan Bisnis, Universitas Muslim Indonesia, Makassar

ARTICLE INFO



Correspondence Email:

rendraanggoro@unismuh.ac.id

Keywords:

Leadership; Organizational culture;
Competence; Motivation; Performance;

DOI:

<https://doi.org/10.33096/jmb.v8i2.894>

ABSTRACT

The study collected primary data from 131 respondents via questionnaires and used the entire population as a sample. The study lasted three months, from April to June 2021. Structural Equation Modeling (SEM) was used to analyze the data. The findings of this study indicate that: (1) motivation is positively influenced by leadership, organizational culture, and competence. (2) While leadership has a positive but not statistically significant effect on performance, organizational culture, competence, and motivation all have a positive and statistically significant impact on performance. (3) While leadership and competence have a positive and significant effect on motivational performance, organizational culture has a positive but insignificant effect on motivational performance. This means that while leadership and competence have been shown to increase the motivation of the State Civil Apparatus, leadership alone has not been shown to increase performance, while good organizational culture, competence, and motivation have been shown to increase performance. On the other hand, leadership and competence have been shown to increase performance through motivation, whereas organizational culture, competence, and motivation have been shown to increase performance.

ABSTRAK

Penelitian ini menggunakan data primer melalui kuesioner sebanyak 131 responden dan menggunakan seluruh populasi sebagai sampel, penelitian ini dilakukan selama 3 bulan dan dimulai dari bulan April sampai dengan Juni 2021. Data dianalisis menggunakan program Structural Equation Modeling (SEM). Hasil penelitian ini menunjukkan bahwa: (1) kepemimpinan, budaya organisasi dan kompetensi berpengaruh positif dan signifikan terhadap motivasi. (2) kepemimpinan berpengaruh positif tapi tidak signifikan terhadap kinerja, sementara budaya organisasi, kompetensi dan motivasi berpengaruh positif dan signifikan terhadap kinerja. (3) kepemimpinan dan kompetensi berpengaruh positif dan signifikan terhadap kinerja melalui motivasi, sementara budaya organisasi berpengaruh positif tapi tidak signifikan terhadap kinerja melalui motivasi. Hal ini berarti bahwa kepemimpinan, budaya organisasi dan kompetensi yang baik dapat meningkatkan motivasi Aparatur Sipil Negara, kepemimpinan secara langsung belum mampu meningkatkan kinerja, sementara budaya organisasi, kompetensi dan motivasi yang baik mampu meningkatkan kinerja, di sisi lain kepemimpinan dan kompetensi mampu meningkatkan kinerja melalui motivasi sementara budaya organisasi melalui motivasi tidak mampu meningkatkan kinerja.

INTRODUCTION

Nowadays, Analysis of strategic issues is an important and very decisive part in the process of completing the duties, responsibilities and main authority of Regional Office IV BKN Makassar in providing civil servants services in their working areas. Identification of appropriate and strategic issues will improve the conformity of development priorities determination, so that it can be operationalized and morally and ethically bureaucracy can be accounted for, based on various obstacles and constraints in the implementation of the Main Duties and Functions of Regional Office IV BKN Makassar, the impact of obstacles and constraints on the implementation of the Main Duties

and Functions of Regional Office IV BKN Makassar, as well as challenges and opportunities that have the potential to improve the services of Regional Office IV BKN Makassar in accordance with its Main Duties and Functions.

The problem in the Strategy Plan (Renstra) year 2020-2024 is the gap between performance targets and performance achievements based on the tasks and functions of Regional Office IV BKN Makassar. The gap is identified based on the key factors of success or the key factors of success in their achievements. Regional Office IV BKN Makassar was formed based on KEPKA BKAN No. 11 of 1994 dated March 29, as a relatively new Regional Office, of course there are still shortcomings / constraints / weaknesses that are problems both internal and external.

This study tries to expand the understanding of the influence of Leadership, Organizational Culture and Competence through Motivation to the Performance of State Civil Apparatus Regional Office IV BKN Makassar, where according to the observations with observations made at regional office IV BKN Makassar shows that the performance of the State Civil Apparatus has not been maximized, this is characterized by the discovery of technical and other weaknesses that have an impact on the performance of the State Civil Apparatus in realizing the vision of Regional Office IV BKN Makassar "Realizing the Management of Professional State Civil Apparatus to support the achievement of Advanced Indonesia". performance variables i.e., between the theory of results and the theory of performance assessment. (Stevant, 2018) in the theory of results explained that the performance standards of the State Civil Apparatus is the final result of an activity that has been carried out by the State Civil Apparatus to achieve a goal. Achievement of work is also a form of comparison of one's work with the standards that have been set. If the work done by a person is up to the standard of work or even exceeds the standard, then it can be said that the performance achieved a good performance, while (Dessler, 2018) in the theory of performance assessment explained that performance is the result of work achieved by a person or group in an organization, in accordance with their respective authority and responsibility in order to achieve the objectives of the organization in question is not legally violated, according to morals or ethics. This performance assessment is relevant to efforts to improve the performance of the State Civil Apparatus, namely how to encourage a State Civil Apparatus to continuously improve its performance in line with efforts to improve its work performance. The achievement achieved by the State Civil Apparatus is an actual work result that is in accordance with the work standards that have been set. The performance of the State Civil Apparatus should focus on improving work performance as an assessment of the work that has been achieved.

The phenomenon of Regional Office Leadership IV BKN Makassar, the discovery of leadership models that have not shown a leadership style that is able to directly affect the performance of the State Civil Apparatus within the scope of Regional Office IV BKN Makassar, can be seen from the data that there are several programs whose achievement ratio has reached 100%, as for which the ratio of achievement is less than 90%, this is due to the lack of coordination of Regional Office IV BKN Makassar with related agencies. Leadership Head of Regional Office IV BKN Makassar should be able to actualize leadership in accordance with the explanation of (George R. Terry, 2015), Leadership is an activity to influence people who are willing to try to achieve common goals. In addition, (Fiedler, 2015), suggests that leadership is essentially a pattern of

relationships between individuals who use their authority and influence over groups of people to work together to achieve goals.

(Koesmono, 2017), titled *The Influence of Personality Leadership and Organizational Culture Towards the Performance of Islamic General Hospital Nursing Staffs in Surabaya with Work Motivation and Job Satisfaction as the Mediating Variable* with the results of research showing that leadership has a significant influence on work motivation. Other researchers who found similar results were (Ficke H. Rawung, 2013), (Nina Febriana, et al, 2020), while a study conducted by (Sri Raharjo, 2014) with the title *The Effect of Competence, Leadership and Work environment Towards Motivation and Its Impact on The Performance of Teacher of Elementary School in Surakarta City, Central Java, Indonesia*, showed that leadership had no effect on motivation. Another researcher who found similar results was (Nurhikmah, et al, 2020).

Furthermore, the researchers included organizational cultural variables, namely, between philosophy value theory and independence theory. (Pormant, 2013) introduced the theory of value philosophy (philosophy value theory) that the founding philosophy of advanced and modern organizations is always based on five philosophy of values, namely integrity, identity, responsibility, discipline, and orientation of results. This theory plays an important role in instilling the culture of the organization to its members in carrying out its toxicology, while (Handy, 2007) in (Rahman Alatas, 2016), suggests the theory of freedom (Independence Theory), understood based on the human rights of everyone in working for an organization. Human rights that want freedom in expression, work and achievement in a binding freedom relationship.

(Ilham Andi Rahman, et al. 2017), with the research title *Effect of leadership, compensation, organizational culture and emotional intelligence on job satisfaction and employees performance*, showed that organizational culture results have a positive and significant effect on employee performance. Other researchers who found similar results were (Ida Ariyani (2016), Tri Setiawan, et al (2020), Subhi Nur Fuadi, et al (2019), Ridwan Arifin, et al (2020), Indah Permatasari Siregar, et al (2019), Niko Sudibjo, et al (2020), Syamsul Arif, et al (2019), Ni Luh Krishna Purwita Dewi, et al (2020), Subhi Nur Fuadi, et al (2019), Endang Saefuddin Mubarak (2019), Yeti Kuswati (2020) , Syafriadi Cut Ali, et al (2019), Ign. A. Wirawan Nugrohadi, et al (2019), Riupassa Elisabeth (2018), Andi Pallawagau (2021), Suharno Pawirosumarto, et al (2016), while the same research was conducted by Atmiyati, et al (2019) under the research title *The Effect of Work Motivation and Organizational Culture on Employee Performance of the Dr. Achmad Diponegoro Hospital* with the results of research showing that organizational culture has no direct effect on performance. Other researchers who found similar results were (Erna Paramita, et al (2020), Budiyo, (2019), Jack Henry Syauta (2012).

Similarly, the competence of the State Civil Apparatus in carrying out its toxicology should have an influence for its motivation and performance. According to (Lynn, 2018) competence is a combination of pedagogic knowledge, personality values, social interaction relationships and professional skills, reflected in one's abilities, so that it appears to understand, master, practice and be able to interact in doing the work that is pursued. Means competence can be defined as the ability possessed by a person by utilizing all his abilities to do the job according to the desired purpose. According to (Uno, 2017) the characteristics of one's competence are generally divided into four characteristics of ability, namely: 1) pedagogic in the form of knowledge abilities possessed by a

person for the work performed; 2) personality in the form of motives and behaviors possessed by a person in work; 3) social concept in the form of self-interaction in doing work; and 4) professional skills in the form of skilled in performing tasks well. These four competency characteristics play an important role for a person in carrying out his or her work.

The phenomenon of Competence in Regional Office IV BKN Makassar found from observations shows that, coaching and career development of the position of State Civil Apparatus has not been based on the required standard of office competency, has not been the establishment of the Planning and Recruitment System of the State Civil Apparatus based on the needs of position formation and competency standards, there are still many State Civil Apparatus that have not followed technical and functional training. So this is an indication of the competence of the State Civil Apparatus is still inadequate. Not all State Civil Apparatus has the same competence because the insights, education levels and disciplines it has also vary. Intelligence capabilities depend heavily on the intellectual intelligence of each State Civil Apparatus, skill skills depend on individual skills in achieving performance targets, behavioral abilities also rely heavily on the attitude of individual Civil Apparatus of the State who are able to adapt to their work environment, and lastly this ability to associate is also very dependent on the emotional intelligence of each State Civil Apparatus in interacting sesame Civil Apparatus state in his work environment. Considering the competence of the State Civil Apparatus is still low, it is recommended to the leadership to evaluate the competence of each subordinate by providing opportunities to take competency exams both internally and externally competencies that conduct competency tests. between potential theory and proficiency theory. (Jhurgen, 2018) one's competence is based on the theory of potential in which all efforts are made by a person to manage and show the results of his potential. The form of a person's potential efforts can be intelligence skills, skill skills, behavioral abilities and so on. The better a person's potential, the more competent the person is in work, while the theory of proficiency by (Cholisin, 2016) that proficiency is an important identity of a person who has competence. That is, a person's competence can be judged by their proficiency. Commonly found in everyday people who have competence in pedagogic proficiency, personality, social and professional in carrying out the work pursued. This means competence can be interpreted as the proficiency that a person has in work.

(Murginto, et al. 2016) with the title *The Effect of Commitment, Competence, Work Satisfaction on Motivation and Performance of Employees at Integrated Service Office of East java* with the results of research showing that competence affects motivation. Another researcher who found the same result was (S. Suyanto, 2018), while the research conducted by (Acep Dedi Supriadi, et al. 2018), with the research title *The Effect of Competence and Organizational Culture to Employee Performance with Motivation as The Mediation Variable in The Directorate General of Fiscal Balance-Ministry of Finance, Indonesia*. The results showed that after a partial test, competence had a positive but insignificant influence on motivation.

Gap research on competence to performance, (Siswoyo Haryono, et al. 2020) with the title *The Effect of Principal Leadership and Teacher Competence on Teacher Performance: The Role of Work Motivation* with the results of the research stated that competence has a positive and significant effect on employee performance. Other researchers who found similar results were (Agustina Rantesalu, et al. 2016), Tati Hartati (2020), Suryana H. Achmad, (2016), Khoirul Anwar, et al (2019),

Ignatius Jeffrey, et al (2017), Kadek Ayu Trisnawati, et al (2018), Saryadi (2019), Mulyanto, et al (2018), Yudith Pius Stevan Kaunang (2020), Purwanto Katidjan, et al (2018), Fakhrol Rozi Yamali (2018), while the same research with different results was conducted by (Agus Purwanto , et al (2019) under the title Does Culture, Motivation, Competence, Leadership, Commitment Influence Quality Performance? with findings where competence negatively and insignificantly affects performance. Other researchers who found similar results were (Syamsul Bahri, et al (2018), Rhini Fatmasari, et al (2017).

Based on the fact shows that the performance of the State Civil Apparatus Regional Office IV BKN Makassar there needs to be improvement in terms of quality and quantity. The aspect in question is the performance of the State Civil Apparatus in the form of quality and quantity of Human Resources in achieving work targets. This study shows a direct or indirect relationship between exogenous variables through intervening variables to endogenous variables. There are five variables observed consisting of three exogenous variables and one intervening variable and one endogenous variable. Exogenous variables in this study are leadership, organizational culture and competence, while intervening variables are motivation, as well as endogenous variables namely performance. Based on this, the researchers developed a conceptual framework used to test and analyze the influence of leadership, organizational culture and competence through motivation to the performance of the State Civil Apparatus Regional Office IV BKNMakassar.

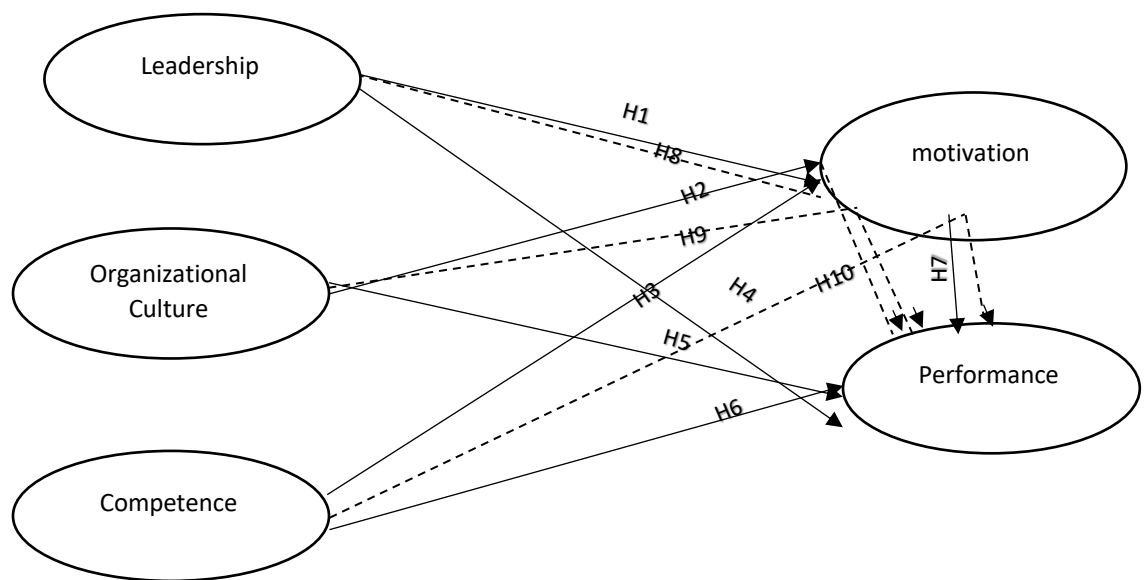


Figure 1. Conceptual Framework.

RESEARCH METHOD

This research includes quantitative research. Because trying to get objective, valid, reliabel data using data in the form of numbers or qualitative guesses (Sugiyono, 2013). Furthermore, it can be explained that this type of research uses a survey approach, as said by (Sugiyono, 2012), that the survey study examines large and small populations by selecting and reviewing selected samples from the population, to find incidents, distributions and interlations of sociological and

psychological variables based on the form of the problem. This research has been conducted in Regional Office IV BKN Makassar with research time that is for three (3) months. The selection of this location is based on consideration by looking at the phenomenon of the performance of the State Civil Apparatus in Regional Office IV BKN Makassar has not shown optimal work results, it encourages researchers to trace the factors that affect and be the cause of the less optimal performance of the State Civil Apparatus. The population in this study is the entire State Civil Apparatus in Regional Office IV BKN Makassar which amounts to 131 people with criteria such as Table 1 follows:

Table 1. Qualifications of Personnel Number and Percentage of Employees based on Education Level

No.	Education Level	Number (of people)	Percentage (%)
1.	Doctorate	1	0,76%
2.	Master's Degree	19	14,50%
3.	Bachelor's Degree	82	62,60%
4.	Diploma IV (D4)	-	-
5.	Diploma III (D3)	11	8,40%
6.	High School (SLTA)	18	13,74%
7.	First-Level Secondary School (JSS)	-	-
8.	Elementary School (SD)	-	-
sum.....		131	100%

Source: Regional Office IV BKN Makassar.

The sampling technique in this study uses The Non-Probability Sampling Saturated (census) technique, which is the method of sampling when all members of the population are used as samples, (Sugiono, 2008: 81), in this study the samples to be taken are all State Civil Apparatus in Regional Office IV BKN Makassar which amounts to 131 people who have different characteristics. This research basically wants to get the best model to explain antecedents and motivational consequences of civil apparatus state office IV BKN Makassar. On this basis in this study used statistical techniques Structural Equation Model (SEM). According to Ferdinand (2002) SEM is suitable for: (1) confirming the unidimensionality of various indicators for a dimension/construct, (2) testing the suitability/accuracy of a model based on the empirical data studied, (3) testing the suitability of the model as well as the causality relationship.

RESULT AND DISCUSSION

Respondent's Characteristics

This study explains the characteristics of reponden which is the State Civil Apparatus in Regional Office IV BKN Makassar obtained through questionnaires. The characteristics referred to are the identity of respondents of the State Civil Apparatus consisting of: 1) gender, 2) last education, 3) tenure, 4) position.

Table 2. Respondent's Characteristics

No.	Characteristics of responden	Frequency	Percentage (%)
1	gender		
	man	75	57%
	woman	56	43%
	Total	131	100%
2	Last Education		
	Sma	18	14%
	S1	93	71%
	S2	19	14%
	S3	1	1%
	Total	131	100%
3	Working Period		
	Less than 5 years old	29	22%
	Between 5 – 10 years old	13	10%
	Between 10 – 20 years old	27	21%
	Total	131	100%
4	position		
	Head of Regional Office IV BKN	1	1%
	Director. Administration	1	1%
	Kasubag	3	2%
	Kabid	4	3%
	Section Head	16	12%
	Non-Departmental Staff	102	78%
	Total	131	100%

Source: Processed Primary Data (2021)

Goodness of fit

The results of the leadership variable construct test, organizational culture and competency are evaluated based on the goodness of fit indices in Table 17. following by presenting the model criteria as well as its critical value, from the evaluation of the proposed model shows that the evaluation of the construct as a whole produces a value above critical that indicates that the model is in accordance with the data, so that the next model can be tested for conformity.

Table 3. Goodness of fit test

Goodness of fit index	Cut-off Value	Model Results	information
Chi_square	Small expected	107,726 < (0.05: 86 = 108,648)	good
Probability	≥ 0.05	0,057	good
CMIN/DF	≤ 2.00	1,253	good
RMSEA	≤ 0.08	0,044	good
GFI	≥ 0.90	0,912	good
AGFI	≥ 0.90	0,861	Marginal
TLI	≥ 0.94	0,97	good
Cfi	≥ 0.94	0,979	good

Source: Data processed (2021)

Table 3 shows that the model of measurement of leadership, organizational culture and competence then the model criteria have shown the existence of a fit model or conformity between data and models. This is evidenced from the eight criteria fix that exist, only one that has not met the criteria but the value is close. Thus the exogenous CFA model shows a good level of reception therefore it can be concluded that the model is acceptable.

Furthermore to know the variables that can be used as indicators of leadership, organizational culture and competence can be observed from the loading value of factors or coefficients of lambda (λ) and their significance level, which reflects each variable as an indicator of leadership, organizational culture and competence.

Table 4. Loading Factor

Variable Indicators	Loading Factor (λ)	Critical Ratio	Probability (p)	information
Leadership				
X1.1	0,620	7,768	0.001	Significant
X1.2	0,566	6,968	0.001	Significant
X1.3	0,627	7,878	0.001	Significant
X1.4	0,650	8,234	0.001	Significant
X1.5	0,972	Fix	0.001	Significant
X1.6	0,628	8,051	0.001	Significant
X1.7	0,266	3,454	0.001	Significant
Organizational Culture				
X2.1	0,529	6,663	0.001	Significant
X2.2	0,746	10,377	0.001	Significant
X2.3	0,978	Fix	0.001	Significant
X2.4	0,805	11,505	0.001	Significant
X2.5	0,290	3,337	0.001	Significant
Competence				
X3.1	0,866	9,642	0.001	Significant
X3.2	0,820	Fix	0.001	Significant
X3.3	0,629	7,189	0.002	Significant
X3.4	0,576	6,716	0.001	Significant

Source: Data processed (2021)

Loading factor (λ) measurement of leadership variables, organizational culture and competence in Table 16. shows the test results against the measurement model of leadership variables, organizational culture and competence of each indicator that explains the construct, especially latent variables (unobserved variables), so that all indicators are included in the next test..

Model Evaluation Test

Evaluation of the model shows from eight criteria goodness of fit indices seen from the eight criteria submitted, see no one meets the criteria, considering that one of the TESTS SEM is model testing, then there needs to be proof whether there is conformity between the model and the data through the fulfillment of the value of the criteria goodness of fit indices so that model modifications are done by correlation between error indicators in accordance with the instructions of modification

indices with the condition that modifications are made without changing the meaning of relationships between variables. The results of the analysis after the final model obtained:

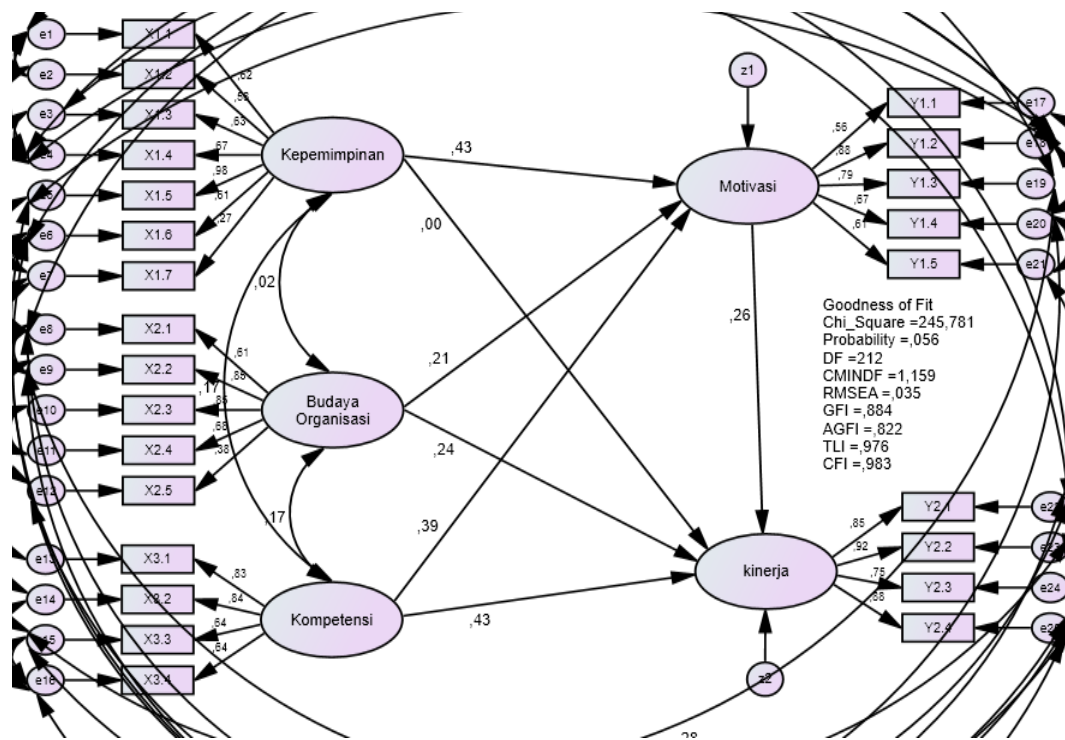


Figure 2. Model Evaluation Test

The overall model of seven direct paths is hypothesized, there are six significant paths and one insignificant path and between the three indirect influence lines, there are two significant and one insignificant influences. As for the interpretation of Table 21. can be described as follows:

H1 : Leadership has a positive and significant effect on motivation with $P = 0.000 < 0.05$ with a coefficient value of 0.432, this coefficient indicates that if the better the leadership role in carrying out its role then the motivation will be better.

H2 : Organizational culture has a positive and significant effect on motivation with $P = 0.010 < 0.05$ with a coefficient value of 0.208, this coefficient shows that a good organizational culture in Regional Office IV BKN Makassar can increase the working motivation of the State Civil Apparatus.

H3 : Competence has a positive and significant effect on motivation with $P = 0.000 < 0.05$ with a coefficient value of 0.394, this coefficient indicates that the conformity of competence that a person has with his work then the motivation of work is better.

H4 : Leadership has a positive but insignificant effect on performance with $P = 0.989 > 0.05$ with a coefficient value of 0.001, this coefficient shows that the leadership model applied by the leadership at Regional Office IV BKN Makassar does not directly improve the high performance of the State Civil Apparatus.

H5 : Organizational Culture has a positive and significant effect on performance with $P = 0.002 < 0.05$ with a coefficient value of 0.240, this means that the better the organizational culture, the better the performance of the State Civil Apparatus will also be better.

Competency has a positive and significant effect on performance with $P = 0.001 < 0.05$ with a coefficient value of 0.426, this coefficient shows that the better competence that the State Civil Apparatus has, the better the performance of the State Civil Apparatus.

H6 : Motivation has a positive and significant effect on performance with $P = 0.017 < 0.05$ with a coefficient value of 0.258, this coefficient shows that the better the motivation of the work of a State Civil Apparatus, the better the performance.

Leadership through motivation has a positive and significant effect on performance, with $P = 0.032 < 0.050$ with a coefficient value of 0.111. This means that the leadership applied to Regional Office IV BKN Makassar encourages increased work motivation of the State Civil Apparatus which ultimately impacts on better performance.

H7 : Organizational Culture through motivation has a positive but insignificant effect on performance, with $P = 0.081 > 0.050$ with a coefficient value of 0.054. This means that the cultural condition of the organization in Regional Office IV BKN Makassar can encourage the work motivation of the State Civil Apparatus but the impact resulting from increased motivation does not make performance improve in accordance with what is expected.

H8 : Competency influenced through motivation positively and significantly affect performance, with $P = 0.000 < 0.05$ with a coefficient value of 0.164. This means that a person who has high competence will have good work motivation and eventually impact on his performance will be better.

Based on the results of the first hypothesis research can be observed from the results of sem analysis in Table 21. From the table shows that leadership has a significant positive effect on motivation. This shows that the better the leadership, the better the motivation of work. These findings are in accordance with the theory of nature (Davis, 2015:19) and previous research by H. Teman Koesmono (2017), titled *The Influence of Personality Leadership and Organizational Culture Towards the Performance of Islamic General Hospital Nursing Staffs in Surabaya with Work Motivation and Job Satisfaction as the Mediating Variable* with the results of research showing that leadership has a significant influence on work motivation. Other researchers who found similar results were Ficke H. Rawung (2013), Nina Febriana, et al (2020).

Furthermore, the cultural variables of the organization have a significant positive effect on motivation. This shows that a good organizational culture in Regional Office IV BKN Makassar can increase the motivation of the State Civil Apparatus. This finding is in accordance with the theory of value philosophy by Pormant (2013: 96) and previous research by Nansi Lidya Lolowang, et al. (2019), with the research title *The Effect of Leadership and Organizational Culture on Employee Performance that is Education by Motivation (Study on The Implementation Empowerment Programs in Jayapura City)*, the results of this study show that organizational culture affects work motivation. Other researchers who found similar results were Wa Ode Zusnita Muizu, et al (2019), Muhammad Nawawi, et al (2018), Rivai, et al (2019), Adiwiratna Briandana Ganefanto Rachmat, et al (2019). Then on the competency variables have a significant positive effect on motivation. This shows that good competence in Regional Office IV BKN Makassar can increase the working motivation of the State Civil Apparatus. This finding is in accordance with the theory of potential by Jhurgan (2018:44) and previous research by Murgianto, et al (2016) titled *The Effect of Commitment, Competence, Work Satisfaction on Motivation and Performance of Employees at Integrated Service Office of East*

java with the results of research showing that competence affects motivation. Another researcher who found the same result was S. Suyanto (2018).

Last on the variable that leadership has a positive and insignificant effect on performance. This shows that the leadership model applied by the leadership at Regional Office IV BKN Makassar does not directly improve the high performance of the State Civil Apparatus. This finding does not correspond to the theory of nature (Davis, 2015:19) and the results of previous research by Untung Rahardja, et al. (2017) under the title Leadership, Competency, Working Motivation and Performance of Hight Private Education Lecture with Institution Accreditation B: Area Kopertis IV Banten Province showed that leadership has a significant effect on performance. Other researchers who found similar results were Ku Yoon, et al (2015), Riaz Ahmed, et al. Tina Rosa, et al. (2019), Dr. Ignatius Jeffrey, et al. (2017), Nuresna Irmayana et al., Zulkifli, et al. (2020), Imam Sutadi, et al (2019), Ahmad Ramadhan Siregar, et al (2017), Tubagus Ahmad Darajat, et al (2019), Sri Langgeng Ratnasari, et al (2020).

Factors built/observed in the model. a complete modeling basically consists of a measurement model and a structural model. Measurement models are intended to confirm a dimension or factor based on its empirical indicators, while a structural model is a model of the structure of relationships that form or explain causality between factors. Furthermore, to make a complete modeling, it is necessary to take the following steps (Hair et al, 1995 in Solimun, 2002).

CONCLUSSION

The leadership of the Head of Regional Office IV BKN Makassar has been able to play a good role to increase the motivation of his subordinates in carrying out the task and needs to be maintained, but in leadership it is recommended to increase the confidence of a leader in leading his subordinates in order to increase motivation in this regard esteem needs. Organizational culture is one of the important factors in terms of increasing the motivation of the State Civil Apparatus in work, where discipline as a result of a good organizational culture has been attached to each individual is able to increase the motivation of the State Civil Apparatus in carrying out its main duties and functions but integrity that is also part of the organizational culture should be improved to support increased motivation in this regard esteem needs. Competence contributes greatly to the increase in motivation of the State Civil Apparatus in work, especially in terms of the ability to associate this able to glue the sense of togetherness of fellow Civil Apparatus of the State so as to have an impact on the increase in motivation of the State Civil Apparatus in carrying out its main duties and functions, in addition in terms of competence of course also a concern is the ability of each individual's skills to increase motivation in this regard esteem needs. The leadership of the Head of Regional Office IV BKN Makassar is emotionally considered good by his subordinates because of his leadership model that gives high sympathy to his subordinates, but from the high sympathetic leadership towards his subordinates has not been able to directly improve the performance of his subordinates in terms of skills and lack of confidence of a leader also has an impact on the lack of optimal performance in this case is the performance of subordinates he leads, so the confidence of the leadership still needs to be improved. The application of a good organizational culture by the leadership has also shown a good impact on the performance of the State Civil Apparatus at regional office IV BKN Makassar, where the discipline attached to each

individual is able to improve the performance of the State Civil Apparatus in carrying out its main duties and functions, but integrity that is also part of the organizational culture should be improved to support performance improvement.

Competence of the State Civil Apparatus in this case the ability to associate with others either through speech or reciprocal communication or behavior attitudes are most pleasant to improve performance in this case is the skill of the State Civil Apparatus as a technical ability, in addition in terms of competence of course also a concern is the ability of each individual's skills to improve performance. The role of motivation is very supportive of the performance of the State Civil Apparatus, as the motivation in this case physiological needs as the most basic needs for each individual who aims to maintain his life physically greatly impacts on performance in this case skills as a technical ability that belongs to the Civil Apparatus of the State, but not a single thing because motivation in terms of esteem needs should also be a special concern to be improved to men optimal performance.

Sympathetic leadership roles can be a good motivator for subordinates and have an impact on improving performance, but in leadership it is recommended to increase the confidence of a leader in leading his subordinates in order to improve the motivation and performance of subordinates led. Organizational culture in Regional Office IV BKN Makassar is able to create high discipline but has not been able to bring high integrity to the State Civil Apparatus in achieving the vision, mission and objectives of the organization, in addition the culture of the organization is also inseparable from the role of leaders as a cause of high discipline but on the other hand with low integrity as the most important part of the organizational culture arising from the self-awareness of each individual has an impact also on low motivation (esteem needs) and performance, it is necessary to improve integrity in supporting increased motivation (esteem needs) and performance.

State Civil Apparatus that has competence in terms of the ability to associate is able to create familiarity between civil apparatus of the State, and the impact of this is increased motivation in this case physiological needs and performance of the State Civil Apparatus, but in addition in terms of competence of course also a concern is the ability of each individual's skills to increase motivation in this respect needs and performance of the State Civil Apparatus.

RESEARCH LIMITATIONS

Limitations and weaknesses in this study can result in a lack of perfect research so it is expected to be refined by other researchers. Some limitations and weaknesses namely, the first; This research was conducted during the Covid-19 pandemic, so that the process of retrieving data and information provided to respondents through online questionnaires or with google form without meeting directly with respondents. Then the second, Visits at the research site are very limited and only allowed to enter around the receptionist on the grounds that it is still during the Covid-19 Pandemic, so this is also one of the factors that cause the lack of objective information obtained in this study, even confirming that any progress of this research can only be done online (by phone, whatsapp chat, and others).

REFERENCE

- Abraham H. Maslow. 2016. *Motivation and Personality (Motivation Theory with Hierarchy Approach to Human Needs)*. Pt. PBP, Jakarta.
- Cholisin, Hamdani, 2016. *Human Resources Competency*. Publisher pustakajaya, Jakarta.
- Department of Education. 1995. *Great Dictionary of Indonesian*. Jakarta: Balai Pustaka.
- Dessler, Gary. 2010. *Human Resource Management*. translation. Benjamin Molan. Indonesian Edition. PT Prenhallind. Jakarta.
- Edison, Emron. Yohny anwar, Imas komariyah. 2016. *Human Resource Management*. Bandung: Alfabeta.
- Fiedler, Fred E. 2015. *A Theory of Leadership Effectiveness*. New York: McGrawHill.
- Fiedler, George, 2017. *Performance and Management*. Published by Harper T & Row, New York.
- Ghasemi, Mahboobeh. 2013. *The Impact of "Organizational Culture" on "Job Satisfaction" and "Employee Performance"; Evidence From Commercial Banks of the Pune City*. (<http://google.com/> Accessed May 5, 2020). P386-397.
- Goleman, Daniel. 2016. *The New Leaders: Transforming the Art of leadership into the Science of Result*. Great Britain: Little, Brown.
- Greene, W.H. 2017, *"Econometrics Analysis" 3th edition*. Prentice Hall. New Jersey.
- Habermas, Jhurgen, *Between fact and norm*, 2018, translated by William Rehg, The MIT press, New Baskerville.
- Handoko, Hani T., 2015. *Human Resource Management*. Publisher of BPFE, Yogyakarta.
- Hersey, Paul, 2017. *Organizational Behavior for Human Resources*. 4th. Ed. Englewood Cliffs, New Jersey, Prentice-Hall, Inc.
- IG Wursanto. 2017. *Basics of Personalia*. PT Management. Silent Library. Jakarta.
- Kenneth, N. Wexley, and Gary, A. Yuki. 2014. *Organizational Behavior and Personnel Psychology*. Jakarta: PT Rineka Cipta.
- Management of State Civil Apparatus according to Law No. 43/1999 article 1, PT Refika Adiatma, Bandung.
- Martinis, Jejen, 2016. *Teacher Competency Improvement*. Publisher Kencana Prenada Media Group, Jakarta.
- Mathis Robert L. Jackson, John H. 2002. *Human Resource Management*. Jakarta: Salemba four.
- Marcel, Gilley, 2018. *Handbook of Human Resource Management*. McGrawHill, New York.
- Mintzberg, Henry. 2017. *The Nature of Managerial Work*. New York: Harper and Row Publisher.
- Mondy, R. Wayne and Noe, Robert M., 2015. *Human Resource Management*, Alhyn & Bacon.
- Robbins, Stephen P. 1999. *Organizational Theory: Concept, Structure, Process*. Jakarta: Publisher Arcan.
- Simamora, Henry. 2015. *Human Resource Management*, Yogyakarta; STIE YKPN.
- Stephen, Robbins 2015, *Organizational Behavior*, Publisher Salemba Empat, Jakarta.
- Stevens, J, (2001) (*Applied multivariate Statistics for the social sciences, 4th ed Hillsdale, NJ; Lawrence Erlbau Publishing.*)
- Sugiono. 2013. *Method of Research on Quantifiable, Qualitative and R&D*. Education Bandung: Alfabeta.
- Taylor, F.W., 1911. *Principles of Scientific Management*, Harper and Brothers, New York, USA.
- Law No. 5 of 2014 on State Civil Apparatus, PT. Tamita Utama; Jakarta.
- Uno, Hamzah B, 2017. *Performance Theory and Its Measurements*. Bumi Aksara Publisher, Jakarta.
- Vecchio, Robert P. 1995. *Organizational Behavior*. Orlando: Harcourt Brace & Company.
- Wallcot, Djordy, 2017. *The Human resource recruitment Organization*. Greenwich, CT: JAI Press.
- West, Richard, Lynn H. Turner. 2018. *Introduction to Communication Theory Analysis and Application Edition 3*. Jakarta: Salemba Humanika.