

The Effect of Leadership on the Performance of State Civil Apparatus Through Work Motivation and Job Satisfaction

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ABSTRACT

The Influence of Leadership on the Performance of Civil Servants at the Regional Office of the Directorate General of Treasury of Papua Province through Work Motivation and Job Satisfaction. This study aims to examine and analyze information about the direct and indirect influence of leadership on employee performance at the Regional Office of the Directorate General of Treasury of Papua Province. The research is conducted to understand the extent to which these factors contribute to improving employee performance. The sample size of this study is 54 respondents. Data was collected through the distribution of questionnaires to the respondents. The data was analyzed using path analysis regression with IBM SPSS Statistics Version 25 as the statistical testing tool. The results of the study show that the leadership variable has a significant influence on work motivation and job satisfaction. There is a significant influence of motivation on employee performance and a significant influence of job satisfaction on employee performance. There is a significant influence of leadership on employee performance both directly and indirectly through work motivation and job satisfaction

INTRODUCTION

The State Civil Apparatus (ASN) is central to government functions and community services. As the frontline in implementing public policies, the quality of ASN performance significantly impacts administrative efficiency and public satisfaction. Therefore, ASN performance is crucial in improving bureaucratic efficiency and the quality of public services. ASN needs several factors to encourage and motivate their work enthusiasm and complete their duties and obligations effectively and efficiently to achieve good governance (Ernawati & Ambarini, 2010). As a public sector organization, the government realizes the importance of human resources in attaining the vision and mission of the organization. This can be seen in the increase or decrease in ASN performance. The performance factor is an essential issue for organizations. ASN at the Ministry of Finance is required to perform well by the Decree of the Minister of Finance Number KMK-300/KMK.01/2022 concerning Performance Management within the Ministry of Finance. Performance improvement measures need to be implemented sustainably and continuously so that performance management at the Ministry of Finance can run effectively and efficiently and support the achievement of organizational goals. An organization is a system consisting of activities a group carries out regularly and repeatedly to achieve a common goal. To achieve these goals, an organization must be supported by quality resources in material, capital, and human form. One approach to improving ASN performance can be through Leadership. Many factors can influence an organization in improving ASN performance, including Leadership, work motivation, and ASN job satisfaction.

In this study, initial observations were made to see the condition of ASN performance at the Regional Office of the Directorate General of Treasury of Papua Province. We saw that most of the ASNs working at the Regional Office of the Directorate General of Treasury of Papua Province came from

outside Papua Province, and most of the employees did not bring their families when carrying out their duties; with these conditions, a leader must motivate employees and increase ASN satisfaction to improve employee performance. With a lack of employee performance, it has an impact on organizational goals and services to the community. Job satisfaction is one of the factors that cause low performance. These factors are essential problems in finding solutions to improve performance sustainably (Adha, 2019). Job satisfaction by providing appropriate salaries, a good work environment, or a good relationship with superiors can improve ASN performance. High job satisfaction will increase ASN performance and vice versa. If ASN job satisfaction is low, it can cause ASN to be dissatisfied, so their performance will decrease. Employee job satisfaction must be created as well as possible so that employee morale, dedication, love, and discipline can increase work performance or performance (Win Susilo, 2014). Research related to satisfaction, as mediation conducted by Rahmat Sukarja and Machsini (2015), shows that Leadership has no significant effect on the performance of civil servants through job satisfaction.

Apart from job satisfaction, ASN work motivation is also one of the factors that is no less important in supporting ASN performance. In the work context, motivation is essential in encouraging an employee to work. Motivation is the key to a successful organization, maintaining the robust continuity of work and helping it survive (Pamela & Oloko, 2015). Motivation is providing the proper guidance or direction, resources, and rewards so that they are inspired and interested in working the way you want, according to the theory of motivation by Abraham Maslow (1996). The results of research conducted by Kukuh Prasetyo Rusady & Suprayitno (2011) found that motivation significantly influences the performance of civil servants in the Office of Women's Empowerment, Child Protection and Family Planning of Grobogan Regency. Similarly, the research results by Muhammad Lutfi and Siswanto (2018) found that work motivation affects employee performance. However, research conducted by Najmy Haqq (2016) found that work motivation does not mediate the effect of Leadership on employee performance.

The results of pre-research at the Regional Office of the Directorate General of Treasury of Papua Province show that in addition to work motivation, employee leadership is no less important in supporting employee performance. Leadership has a very close relationship with employee performance because the success of a leader in mobilizing others to achieve predetermined goals is highly dependent on authority and the leader's ability to create enthusiasm within each subordinate, colleague, and superior leader himself, according to leadership theories (behavior theories) that have been put forward by Mc Gregor (1983). The lack of a leadership role in creating harmonious communication and providing employee coaching will lead to low levels of employee performance. This means that a successful leader is a leader who can become a role model for his subordinates by creating a work environment that can spur the growth and development of employee performance. With the increasing performance of employees in the section they occupy, indirectly making the organization grow better, employee performance must be the most crucial part for the organization to develop the organization even better. Employee performance is highly dependent on a leader's leadership style in the organization.

Based on the phenomenon taken, several research results, including those put forward by (Rusady & Suprayitno, 2011), revealed that Leadership has a significant influence on the motivation of civil servants; Leadership has a significant influence on the performance of civil servants; Motivation has a significant influence on the performance of civil servants; Leadership has a significant influence on the performance of civil servants through work motivation. Human resources, in this case, employees or State Civil Apparatus (ASN) in the organization, are the most critical assets in supporting the success of an organization. Therefore, organizations must pay attention to the abilities possessed by each employee. Performance is the achievement of work results in quality and quantity achieved by an employee in carrying out his duties according to his responsibilities. Therefore, to improve the performance of the State Civil Apparatus (ASN), the agency must also know how to treat the State Civil Apparatus (ASN) through the leader in the agency itself. Besides that, the company must always motivate its State Civil Apparatus (ASN).

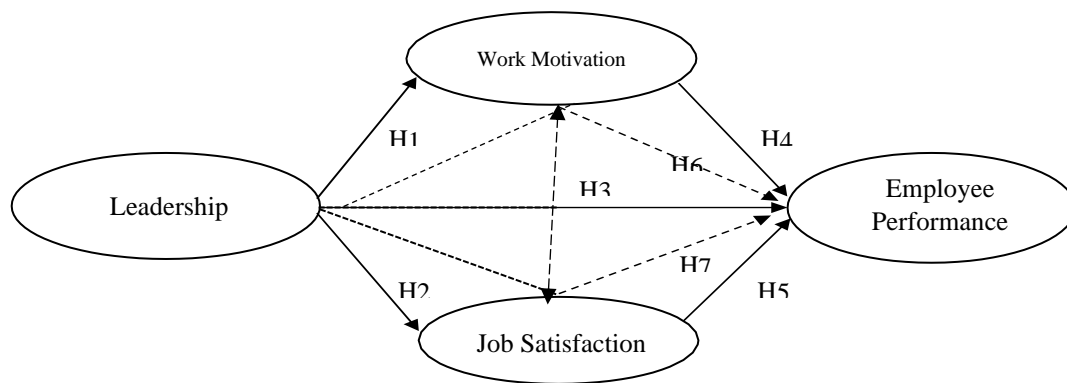


Figure 1. Research Model

A relationship can be drawn between leadership and work motivation: leadership as a form of interaction behavior between leaders and subordinates can affect work motivation, where one of the factors that cause high and low ASN motivation is the pattern of relationships between superiors and subordinates. The results of Rusady & Suprayitno's research (2011) found that leadership significantly influences the motivation of civil servants at the Grobogan Regency Women's Empowerment, Child Protection and Family Planning Agency.

H₁: Leadership has a significant positive effect on Work Motivation

A relationship between leadership and job satisfaction can be drawn that leadership style as a form of relationship interaction behavior between leaders and subordinates can affect job satisfaction, where one of the factors that cause high and low job satisfaction results from the relationship pattern between superiors and subordinates. Hughes (2012) states that job satisfaction is related to a person's attitude about work, and several reasons make job satisfaction an essential concept for leaders. The study results are as follows: Leadership significantly positively affects job satisfaction Suprpta, Sintaasih & Riana (2015). The research results by Rahmat Sukarja and Machasin (2015) on the effect of leadership and communication on job satisfaction and performance of Riau Province Education Office Employees resulted in leadership partially having a positive and significant effect on employee job satisfaction.

H₂: Leadership has a significant positive effect on job satisfaction

According to Grimes (1998), leaders play a role in improving ability, commitment, skills, understanding of values in the organization, and teamwork to improve performance. The results of research conducted by Profita (2017), who examined the Village Government Office of Lumajang Regency using a questionnaire as data collection. The sample in this study used 80 people, and the data collected was analyzed using path analysis. The results of this study indicate a positive and significant influence of leadership on the performance of employees in the Village Government Office (PEMDES) of Lumajang Regency.

H₃: Leadership has a significant effect on employee performance

Motivation is what causes, channels, and supports human behavior so that they want to work hard and enthusiastically to achieve optimal things (Hasibuan, 2012). Motivation is increasingly essential because managers distribute work to their subordinates to be appropriately done and integrated into the

desired goals. The results of research conducted by Parmin (2017) examined YANTEK employees at the PT PLN Rayon Kebumen Unit using a questionnaire as data collection. The sample used in this study was 70 people, and the data was analyzed using multiple regression analysis. The results showed that motivation positively and significantly affects employee performance.

H₄: Motivation has a significant effect on performance

Job satisfaction is a positive feeling about one's job that results from evaluating its characteristics (Puspitawati, 2013). The research results were conducted by Sanuddin (2013), who examined the employees of PT Semen Tonasa using questionnaires as data collection. The sample used in this study was 220 people, and the data was analyzed using multiple regression analysis. The results showed that job satisfaction positively and significantly affected employee performance.

H₅: Job Satisfaction has a significant effect on Performance

Motivation is the power that exists in a person, which encourages his behavior to act (Widodo, 2015). The magnitude of the intensity of the power from within a person to perform a task or achieve a goal shows the extent of his motivation level. The results of research conducted by Kukuh Prasetyo Rusady & Suprayitno (2011), which examined all Civil Servants at the Office of the Grobogan Regency Women's Empowerment, Child Protection and Family Planning Agency where the results showed that leadership had a positive and significant effect on employee performance through work motivation at the Office of the Grobogan Regency Women's Empowerment, Child Protection, and Family Planning Agency.

H₆: Leadership has a significant effect on employee performance through work motivation.

Job satisfaction is a positive feeling about one's job that results from evaluating its characteristics (Robbins & Judge, 2013). The research results were conducted by Dewi & Sutrischastini (2016), who examined the employees of the regional company of the Bank Pengkredita Rakyat BKK Wonosobo using a questionnaire as data collection. The sample used in this study was 78 people, and the data was analyzed using multiple regression analysis. The results showed that leadership style positively and significantly affected employee performance through job satisfaction.

H₇: Leadership has a significant effect on employee performance through job satisfaction.

RESEARCH METHOD

This research uses quantitative research. Quantitative research is solving social or humanitarian problems based on variables composed of theories measured by units of quantitative numbers, analyzed by statistical procedures to determine whether the theory's generalization is still valid. This research model is descriptive and explanatory research (Explanatory research), which is research that tries to explain the relationship between research variables and test previously formulated hypotheses. This research uses a type of quantitative research using the survey method. The survey method can be carried out on large and small populations. However, the data analyzed comes from samples taken from these populations so that relative events can be found and a relationship between one variable and another can be established. Thus, the variables studied are not controlled or manipulated by the researcher. However, the facts are disclosed based on the measurement of symptoms at the Regional Office of DGTb Papua Province.

Data analysis is the process of processing data collected and interpreting the results of processing the collected data and its conclusions, Priyatno (2008). The first stage in this study is to conduct a validity test to measure whether a questionnaire is valid. Then, a reliability test will be conducted to measure a questionnaire indicating a variable or construct. A questionnaire is said to be reliable or reliable if a

person's answer to a statement is consistent or stable over time (Ghozali, 2005). Reliability measurement is done using one shot or measurement once with the SPSS tool Cronbach Alpha (α) statistical test. A construct or variable is reliable if it provides a Cronbach Alpha value > 0.60 (Nunnally in Ghozali, 2005). Furthermore, the classical assumption test is carried out to determine whether the regression model obtained can produce an excellent linear estimator. If a model has met the classical assumptions, it can be said that it is ideal or produces the best linear unbiased estimator (BLUE). The regression model needs to be tested with classical assumptions because of the BLUE criteria above, which is done by the normality, multicollinearity, and heteroscedasticity tests. Hypothesis testing in this study is divided into direct and indirect effect testing. The direct Influence Test is conducted to see the value of direct influence between variables. This study has an intervening variable, namely disfungsi audit behavior. The intervening variable is said to be able to mediate the effect of the exogenous (independent) variable on the endogenous (dependent) variable if the T statistical value is greater than the T table and the P value is smaller than the significant level used 5%. The Indirect Influence Test in this study uses the Sobel test. Through the Sobel test, the effect of Leadership (X1) indirectly through Work Motivation (Z1) and Job Satisfaction (Z2) on Performance (Y) can be seen.

RESULTS AND DISCUSSION

Respondents in this study were employees of the Regional Office of the Directorate General of Treasury of Papua Province, as many as 54 people. With the following response characteristics:

Table 1. Respondent Data

| Characteristics | Item | Total | Percentage |
|-------------------|--------------|-------|------------|
| Gender | Man | 48 | 89% |
| | Woman | 6 | 11% |
| Length of Service | 1 – 10 Year | 18 | 33 |
| | 11 – 20 Year | 19 | 35 |
| | 21 – 30 Year | 14 | 26 |
| Education Level | > 30 Year | 3 | 6 |
| | High School | 3 | 5 |
| | Diploma 1 | 3 | 5 |
| | Diploma 3 | 16 | 30 |
| | Bachelor | 16 | 30 |
| | Magister | 14 | 26 |

The instrument test used in this research is validity and reliability, distributed to 54 ASN at the Regional Office of the Directorate General of Treasury of Papua Province to be analyzed for validity and reliability. The analysis results are used as reference material to obtain data for further analysis. Factors affecting performance include leadership, work motivation, job satisfaction, and employee performance, analyzed using IBM SPSS Statistics Version 25.

Validity Test

The validity test is carried out to show an instrument's level of validity. The high and low validity of the instrument shows the extent to which the collected data does not deviate from the description of the intended variable. The validity analysis results on item total statistics for items from the variables of Leadership, Work Motivation, Job Satisfaction, and Employee Performance are recapitulated. The validity test results are declared valid because the r-count on each variable item $> r$ table (0.3477).

Reliability Test

A reliability test determines the extent to which a person's answer is consistent or stable over time. The decision-making criteria are that the variable is reliable if the Cronbach alpha value is more significant than > 0.70 (Kuncoro & Ridwan, 2007). The reliability analysis results on item-total statistics for items from the variables of Leadership, Work Motivation, Job Satisfaction, and Employee Performance are declared valid.

Normality Test

There are two ways to test for normality: diagnosing a histogram that describes the normal distribution of observed frequencies and diagnosing a scatterplot that compares the observed distribution of residuals to the expected distribution, namely by plotting two cumulative distributions (the observed cumulative probability and the expected cumulative probability). If the normal curve is bell-shaped and the points are around the diagonal line, it can be said that the data is normally distributed. The results of calculations using SPSS can be seen in Figure 2.

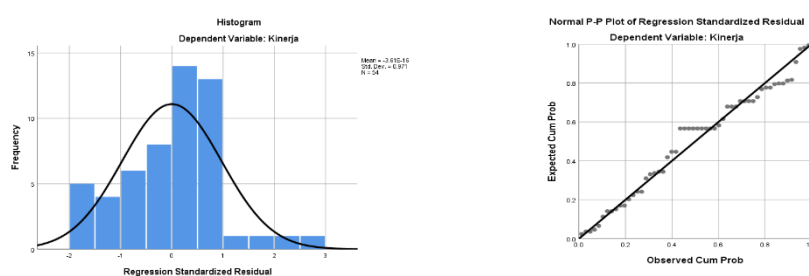


Figure 2. Normality Test Results

Based on the display in Figure 2, the histogram graph provides a distribution pattern that deviates to the right, meaning the data is usually distributed. Furthermore, in the P-Plot image, it can be seen that the points follow and approach the diagonal line, so it can be concluded that the data is usually distributed and meets the requirements of the normality test.

Linearity Test

Furthermore, a linearity test is carried out to determine whether the dependent variable and the independent variable have a linear relationship or not significantly (Sugiyono & Susanto, 2015). The linearity test can be done through the Test of Linearity. The applicable criteria are if the significant value on linearity ≤ 0.05 , it can be interpreted that between the independent variable and the dependent variable, there is a linear relationship. Based on the Linearity Test Results in the table above through the Test of Linearity that has been carried out on the independent variable and the dependent variable by looking at the significance value on Linearity ≤ 0.05 , it can be concluded that between the independent variable and the dependent variable, there is a linear relationship.

Multicollinearity Test

Furthermore, a multicollinearity test is carried out to determine the correlation between independent variables; if there is a correlation, there is a multicollinearity problem that must be overcome (Umar, 2011). The criterion in the multicollinearity test is that if the VIF (variance inflation factor) test value is <10 , there is no multicollinearity problem. The calculation results produce a VIF value for the two models above with the variables Leadership (X1), Work Motivation (Z1), and Job Satisfaction (Z2) and on Employee Performance (Y) showing a value below 10 with the provision if the tolerance value > 0.1 and $VIF < 10$. Based on the above results, which can be seen in the output coefficient model, it is concluded that there are no multicollinearity symptoms in the regression model.

Heteroscedasticity Test

Furthermore, the heteroscedasticity test is carried out to see if the variance of the residuals from one observation to another of the independent variables tested is the same. Suppose the data plot spreads

randomly, and there is no clear pattern or does not form a specific pattern. In that case, the variance of all independent variables is not significantly different. For more clarity on the presence or absence of heteroscedasticity can be seen in Figure 3.

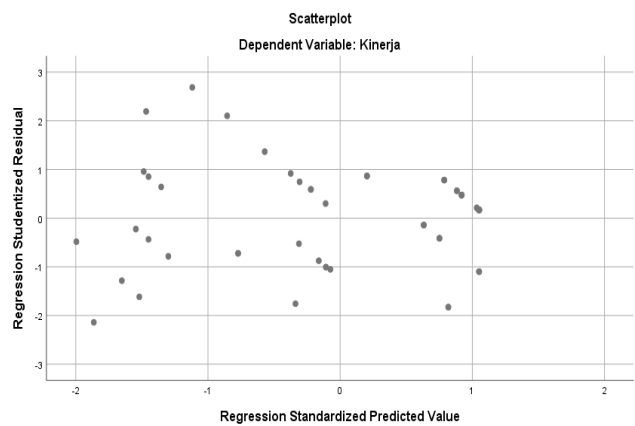


Figure 3. Heteroscedasticity Test Results

Based on Figure 3, it is known that there is no pattern formed in the scatter plot, and the points spread randomly around the zero point; it can be concluded that there is no heteroscedasticity, or in other words, it can be said that the variance of the residuals of one observation to another observation of the independent variable being tested is the same (Homoscedastic). Thus, we can conclude that there is no heteroscedasticity problem, so a good and ideal regression model can be fulfilled.

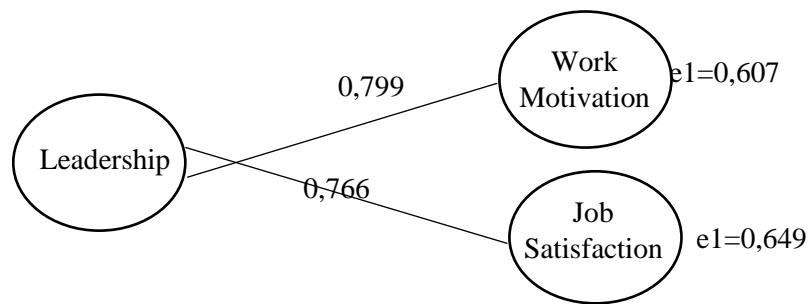


Figure 4. Path Analysis Results I

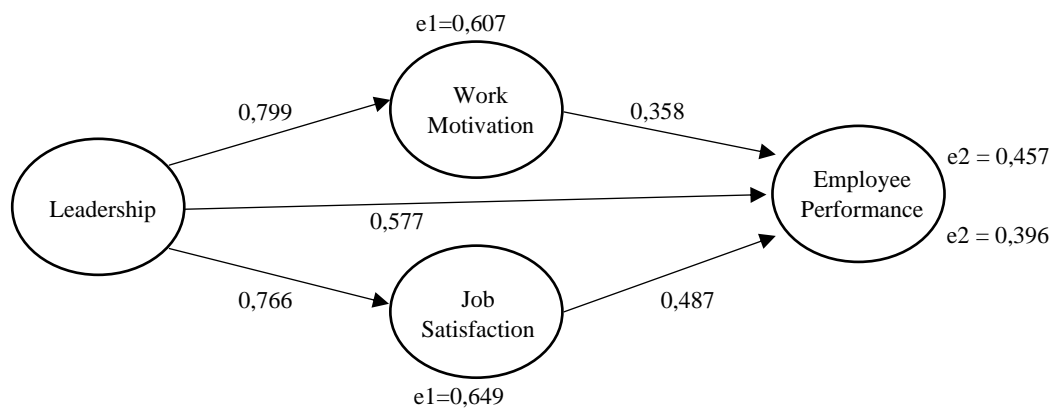


Figure 5. Path Analysis Results II

Direct Effect Test

To determine the significance level of the influence of Leadership on Employee Performance of the Regional Office of the Directorate General of Treasury of Papua Province where decision-making is obtained by looking if the $t\text{-count} > t\text{-table}$ and $P\text{-value} < \text{than the significant level used } 5\% \text{ or } 0.05$.

Leadership on Work Motivation

The first hypothesis (H1) states that Leadership significantly affects Work Motivation. The Sig value for the effect of Leadership (X) on Motivation (Z1) is $0.000 < 0.05$, and the $t\text{-count}$ value is $9.572 > 1.974$. Thus, the hypothesis that states "Leadership has a significant effect on Work Motivation of Employees of the Regional Office of the Directorate General of Treasury of Papua Province" can be accepted, which means that leadership influences work motivation.

Leadership on Job Satisfaction

The second hypothesis (H2) states that leadership significantly affects job satisfaction among employees of the Regional Office of the Directorate General of Treasury of Papua Province. The Sig value for the effect of Leadership (X) on Job Satisfaction (Z2) is $0.000 < 0.05$, and the $t\text{-count}$ value is $9.582 > 1.974$. Thus, the hypothesis that states "Leadership has a significant effect on Job Satisfaction of employees of the Regional Office of the Directorate General of Treasury of the Papua Province" can be accepted, which means that leadership influences job satisfaction.

Leadership on Employee Performance

The fifth hypothesis (H5) states that Leadership significantly affects Employee Performance of the Regional Office of the Directorate General of Treasury of Papua Province. The Sig value for the effect of Leadership (X) on Employee Performance (Y) is $0.000 > 0.05$, and the $t\text{-count}$ value is $5.422 < 1.974$. Thus, the hypothesis stating "Leadership has a significant effect on Employee Performance of the Regional Office of the Directorate General of Treasury of Papua Province" can be accepted, which means there is no effect of Reward on the Performance of the Spending Treasurer.

Work Motivation to Employee Performance

The third hypothesis (H3) states that Work Motivation significantly affects Employee Performance of the Regional Office of the Directorate General of Treasury of Papua Province. The sig value for the effect of Work Motivation (Z1) on Employee Performance (Y) is $0.000 < 0.05$, and the $t\text{-count}$ value is $3.336 > 1.974$. Thus, the hypothesis that states "Work Motivation has a significant effect on Employee Performance of the Regional Office of the Directorate General of Treasury of Papua Province" can be accepted, meaning that work motivation affects employee performance.

Job Satisfaction on Employee Performance

The fourth hypothesis (H4) states that job satisfaction significantly affects employee performance at the Regional Office of the Directorate General of Treasury of Papua Province. The sig value for the effect of Job Satisfaction (Z2) on Employee Performance (Y) is $0.000 < 0.05$, and the $t\text{-count}$ value is $5.633 > 1.974$. Thus, the hypothesis that job satisfaction has a significant effect on employee performance. The Regional Office of the Directorate General of Treasury of the Papua Province can be accepted, which means that job satisfaction affects employee performance.

Indirect Effect Test

The Sobel test was used to determine the mediating effect of motivation. The criteria for using the Sobel test are to compare the t value with the t table value. Detecting the Effect of Work Motivation in mediating the relationship between Leadership and Employee Performance. The mediating effect shown

by the multiplication coefficient (ab) needs to be tested with the Sobel Test. The Sobel Test is carried out with the help of an online Sobel test calculator, as shown in Figure 6.

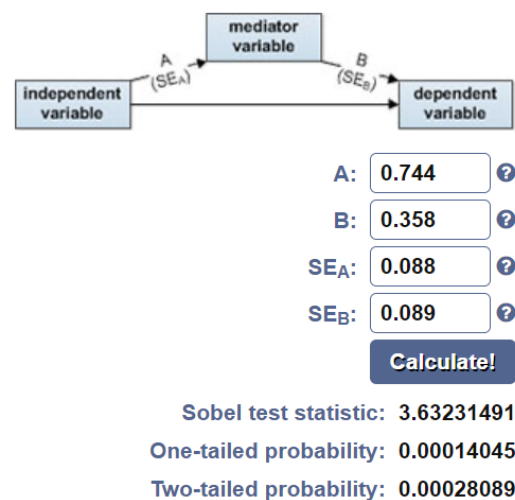


Figure 6. Work Motivation mediates the relationship between Leadership and Employee Performance

From Figure 6, the t-count value of the sobel test results for the leadership variable (X) on employee performance (Y) through work motivation (Z1) is 3.632 at a significance of 0.100 with a positive path coefficient of -0.066. This shows that the t-count value is greater than the t-table, namely $3.632 > 2.004$, with a significance greater than 0.000, $0.000 > 0.100$. Leadership positively and significantly affects work performance through work motivation at the Regional Office of the Directorate General of Treasury of Papua Province. Therefore, this hypothesis is accepted.

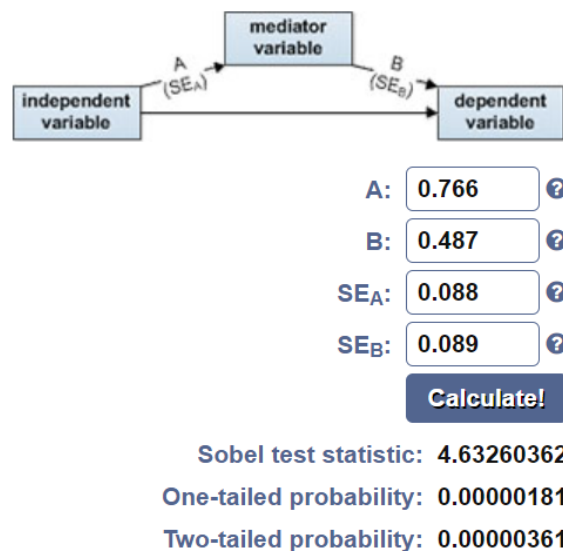


Figure 7. Work Motivation mediates the relationship between Leadership and Employee Performance

From Figure 7, the t-count value of the sobel test results for the leadership variable (X) on employee performance (Y) through work motivation (Z1) is 4.632 at a significance of 0.100 with a positive path coefficient of -0.066. This shows that the t-count value is greater than the t-table, namely $4.632 > 2.004$, with a significance greater than 0.000, $0.000 > 0.100$. So, it can be concluded that leadership

positively and significantly affects work performance through job satisfaction at the Regional Office of the Directorate General of Treasury of Papua Province. Therefore, this hypothesis is accepted.

Discussion

Leadership on Work Motivation

The expectancy theory of motivation was proposed by Victor Vroom in 1964. This theory states that individuals tend to act to achieve specific results if they believe the action will lead to the desired result. In leadership, leaders must motivate their subordinates to improve performance. In the Leadership questionnaire, the item related to motivation is not the highest average, but the score for motivation is in second place with a score of 4.76. This can be an input for the Party always to motivate employees. This will give a strong impetus to improve the performance of employees of the Regional Office of the Directorate General of Treasury of Papua Province. The research results on the effect of Leadership on Work Motivation at the Regional Office of the Directorate General of Treasury of Papua Province, as described in the previous sub-chapter, found that leadership significantly affects employee Work Motivation. This is based on the research results by Kuku Prasetyo Rusady & Suprayitno (2011), which show that leadership significantly influences civil servants' motivation. The findings in this study indicate that leadership has a positive and significant effect on work motivation, meaning that leaders who motivate subordinates can increase their work motivation in carrying out their mandated work.

Leadership on Job Satisfaction

Discrepancy Theory from Porter's (1961) theory measures a person's job satisfaction by calculating the difference between something that should be and the reality that is felt. If the satisfaction obtained exceeds what is desired, it will become even more satisfied, so there is a positive difference. A person's job satisfaction depends on the difference between what is obtained and what is achieved. In Leadership, leaders must provide job satisfaction for their subordinates to improve performance. In the Leadership questionnaire, the item related to satisfaction is the highest average, but the motivation score is in first place, with a score of 4.80. This can be an input for the Party to always provide satisfaction to employees. This will give a strong impetus to improve the performance of employees of the Regional Office of the Directorate General of Treasury of Papua Province. As described in the previous subchapter, the research results on the effect of Leadership on Job Satisfaction at the Regional Office of the Directorate General of Treasury of Papua Province found that Leadership significantly affects employee Job Satisfaction. This is in accordance with the research results by Made Suprpta, Desak Ketut Sintaasih, and I Gede Riana (2015), which show that Leadership significantly affects Job Satisfaction. The findings in this study indicate that Leadership has a positive and significant effect on job satisfaction, meaning that leaders who provide job satisfaction to subordinates can increase job satisfaction.

Leadership on Employee Performance

According to Robbins, Leadership influences a team to achieve a vision or goal. In other words, leaders can emerge from within the group and through official appointments. Organizations need strong Leadership and strong management to optimize efficiency. With this opinion, leaders can influence subordinates to improve employee performance. In the Leadership questionnaire, the item related to employee performance, namely influencing through guidance and direction, is a reasonably high average with a score of 4.74. This can be input for the Party, indicating that the leader's influence will always provide good performance to employees. This will give a strong impetus to improve the performance of employees of the Regional Office of the Directorate General of Treasury of Papua Province. As described in the previous subchapter, the research results on the effect of Leadership on Employee Performance at the Regional Office of the Directorate General of Treasury of the Papua Province found that Leadership significantly affects employee Job Satisfaction. This is in accordance with the research results by Made

Suprpta, Desak Ketut Sintaasih, and I Gede Riana (2015), which show that Leadership significantly influences Employee Performance. The findings in this study indicate that Leadership has a positive and significant effect on Employee Performance, meaning that the job satisfaction obtained by employees can improve employee performance.

Work Motivation to Employee Performance

According to Mc Clelland's theory, motivation to mobilize potential energy reserves is concentrated in three forms of demand, namely the need to achieve (Need of achievement), the need to expand the association (Need of affiliation), and the need to master something (Need of power). Based on McClelland's theory, it is essential to foster the mental virus of managers by developing their potential through an effective work environment to realize high-quality company productivity and achieve the organization's primary objectives. In the Work Motivation questionnaire, the item related to the need to expand the association had the highest average, with a score of 4.79. This can be input for the Party always to motivate employees. This will provide a strong impetus to improve employee performance, which will improve the performance of employees of the Regional Office of the Directorate General of Treasury of Papua Province. The research results on the effect of motivation on employee performance at the Regional Office of the Directorate General of Treasury of the Papua Province, as described in the previous sub-chapter, found that work motivation significantly affects employee performance. This is based on the research results by Made Suprpta, Desak Ketut Sintaasih, and I Gede Riana (2015), which show that work motivation significantly affects employee performance. The findings in this study indicate that Work Motivation has a positive and significant effect on Employee Performance, meaning that the work motivation obtained by employees can improve employee performance.

Job Satisfaction to Employee Performance

Discrepancy Theory from Porter's (1961) theory measures a person's job satisfaction by calculating the difference between something that should be and the reality that is felt. If the satisfaction obtained exceeds what is desired, it will become even more satisfied, so there is a positive difference. A person's job satisfaction depends on the difference between what is considered to be obtained and what is achieved. In the Job Satisfaction questionnaire, items related to employee performance in satisfaction with office friends have the highest average score of 4.60. This can be input for the Party to always provide job satisfaction with the comfort of the work environment to employees. This will give a strong impetus to increase comfort to employees who will improve the performance of employees of the Regional Office of the Directorate General of Treasury of Papua Province. The research results on the effect of Job Satisfaction on Employee Performance at the Regional Office of the Directorate General of Treasury of Papua Province, as described in the previous sub-chapter, found that Job Satisfaction significantly affects Employee Performance. This is based on the research results by Made Suprpta, Desak Ketut Sintaasih, and I Gede Riana (2015), which show that job satisfaction significantly affects employee performance. The findings in this study indicate that Job Satisfaction has a positive and significant effect on Employee Performance, meaning that the job satisfaction obtained by employees can improve employee performance.

Leadership on Employee Performance through Work Motivation

According to Mc Clelland's theory, motivation to mobilize potential energy reserves is concentrated in three forms of demand, namely the need to achieve (Need of achievement), the need to expand the association (Need of affiliation), and the need to master something (Need of power). Based on McClelland's theory, it is essential to develop the manager's mental virus by developing their potential through an effective work environment to realize high-quality company productivity and achieve the organization's primary objectives. Thus, in improving employee performance, the role of the leader is vast,

and one of its roles is to motivate subordinates. In the Employee Performance questionnaire, items related to things that need to be encouraged to expand relationships are the highest average, with a score of 4.79. This can be input for parties, especially leaders, to motivate employees. This will give a strong impetus to improve employee performance, which will improve the performance of employees of the Regional Office of the Directorate General of Treasury of Papua Province. The research results on the effect of Leadership through Work Motivation on Employee Performance at the Regional Office of the Directorate General of Treasury of Papua Province, as described in the previous sub-chapter, found that Leadership significantly affects employee Job Satisfaction. This is based on the research results by Made Suprpta, Desak Ketut Sintaasih, and I Gede Riana (2015), which show that leadership through work motivation significantly influences employee performance. The findings in this study indicate that Leadership through Work Motivation has a positive and significant effect on Employee Performance, meaning that leaders should motivate employees to carry out their duties to improve employee performance.

Leadership on Employee Performance through Job Satisfaction

Discrepancy Theory from Porter's (1961) theory measures a person's job satisfaction by calculating the difference between something that should be and the reality that is felt. If the satisfaction obtained exceeds what is desired, it will become even more satisfied, so there is a positive difference. A person's job satisfaction depends on the difference between what is obtained and what is achieved. In this theory, one of the roles of the leader is to provide satisfaction to employees. In the Employee Performance questionnaire, items related to employee satisfaction in satisfaction with promotion and career development opportunities have the highest average score of 4.54. This can be input for the Party to always provide employees job satisfaction with justice in self-development and career. This will give a strong impetus to increase comfort to employees who will improve the performance of employees of the Regional Office of the Directorate General of Treasury of Papua Province. The research results on the effect of Job Satisfaction on Employee Performance at the Regional Office of the Directorate General of Treasury of Papua Province, as described in the previous sub-chapter, found that Job Satisfaction significantly affects Employee Performance. This is based on the research results by Made Suprpta, Desak Ketut Sintaasih, and I Gede Riana (2015), which show that job satisfaction significantly affects employee performance. The findings in this study indicate that leadership through job satisfaction has a positive and significant effect on employee performance, meaning that a leader providing job satisfaction obtained by employees can improve employee performance.

CONCLUSION

Based on the results of research and discussion of the Effect of Leadership on Employee Performance through Work Motivation and Job Satisfaction at the Regional Office of the Directorate General of Treasury of Papua Province is very influential and significant, then several things can be suggested to maximize Work Performance related to Leadership, Work Motivation and Job Satisfaction, namely the leader must motivate and provide job satisfaction to employees. Employee performance can be improved by providing freedom to express opinions and motivating employees by providing opportunities to enhance their careers and comfort in the work environment.

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