

**ANTECEDENT OF WORK MOTIVATION AND JOB SATISFACTION AND IT'S
CORRELATION ON PERFORMANCE OF GERAKAN DESA MEMBANGUN MALINAU
REGENCY OF NORTH KALIMANTAN.**

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Abstract

The purpose of this research was to analyze and explain the influence of leadership, competence, organizational culture and supervision on work motivation. To analyze and explain the influence of leadership, competence, organizational culture, supervision and work motivation on job satisfaction. To analyze and explain the influence leadership, competence, organizational culture, supervision, work motivation and job satisfaction on performance. The method was used to collect the data in this research was survey method. The population of this research was 109 of heads of villages. The sampling in this study used the census method and the number of sample was 109 heads of villages. This research used Structural Equation Modeling - Partial Least Square (SEM-PLS) approach to analyze the data. The results of this research could be concluded as follows: Leadership has no significant effect on the motivation Competence has a significant effect on work motivation, organizational culture has a significant effect on work motivation , supervision has no significant effect on work motivation, leadership has a significant effect on the job satisfaction, competence has no significant effect on the job satisfaction, organizational culture has no significant effect on the job satisfaction, supervision has no significant effect on the job satisfaction, leadership has no significant effect on the performance, competence has no significant effect on the performance, organizational culture has no significant effect on the performance, supervision has no significant effect on the performance, work motivation has a significant effect on the job satisfaction, work motivation has a significant effect on the performance, job satisfaction has a significant effect on the performance.

Index Terms - leadership, competence, organizational culture, supervision, work motivation, job satisfaction, performance.

I. INTRODUCTION

Gerakan Desa Membangun (GERDEMA) is a joint movement to develop villages to achieve people's welfare by placing village communities as the main actors of development and developing village community participation to the greatest extent in line with the realization of the vision and mission, as well as the development goals and objectives stated in the 2011 Malinau Regency RPJMD -2016. In support of the implementation of GERDEMA, the government of all stakeholders needs to understand the condition of the village community and the characteristics of each village as a whole and complete.

Among the variables that affect job satisfaction and performance are motivation. Research conducted by Palagia, et al., (2010) states that motivation provides a dominant influence on employee performance. In addition to motivation, to get program optimization in accordance with expectations, good supervision is needed. Supervision is an activity that strives for the work to be carried out in accordance with the stipulated plan and / or the desired result. Supervision is carried out by the leadership as an effort to compare what is done according to the plan set.

The results of Spencer & Spencer (1993) succeeded in identifying the six dimensions or clusters of competencies which include achievement competency (achievement and action), service competency (helping and human services), influencing competence (the impact and influence), managerial (managerial) competence, competence cognitive (cognitive), and personal effectiveness (personal effectiveness). In addition to competency, cultural issues are essential for an organization in this case the Malinau Regency government, because it will always relate to life within the Malinau Regency government. Work culture is a philosophy, ideology, values of assumptions, beliefs, hopes, attitudes and norms that are shared and binding in a particular community. Performance is a record of employee attainment of certain job requirements over a period of time that can be measured and assessed. Williams (2000: 75), "performance can also be defined as all results produced on the function of work or special activities during a special period".

Effect of Leadership on Work Motivation

Transformational Leadership (Transformational Leadership) emphasizes the way of thinking and the way leaders develop workers / employees and influence employee behavior through idealistic influences, inspirational motivation, intellectual stimulants, and individualist considerations (Bass, (1985); Bass & Avolio , (1990); Bass & Riggio, (2010)).

Transformational Leadership (Transformational Leadership) gets emphasis and attention in the business world because it influences / has a positive effect on behavior and results such as increasing in-role performance and motivation (Barling et al., (2001); Howell & Avolio, (1993); Podsakoff et al., (1996)). Leaders who apply the transformational leadership model can be said to be leaders who are able to motivate employees to achieve goals (Hater & Bass in Aarons, (2006)). Transformational leaders will direct their views to good moral values, can direct their followers to be able to commit to organizational values, can respect their followers, encourage followers to be creative and inspire followers to achieve goals (Politis, 2004). Therefore, a leader must be able to predict the future of an organization, direct employees to be able to commit and achieve organizational goals (Barbutodar in Aarons, 2006). In terms of the relationship between transformational leadership and motivation, Mackenzie et al. (1997) state that each element of transformational leadership behavior is closely related to employee motivation. Some additional studies support the positive relationship between transformational leadership and motivation. Billai et al., (1999) show that transformational leadership is directly and significantly related to motivation. In an empirical study, Purvanova, Bono & Dzieweczynski (2006) asserted that transformational behavior of leaders influences employees' attitudes, behaviors and perceptions of their work, behavior, and perceptions about their work (for example, meaningfulness and importance of work), which boosts employee nationality performance.

Hypothesis 1 : Leadership have a positive and significant effect on motivation

Effect of Competence on Work Motivation

The concept of competency refers to applied knowledge and skills, performance and behaviors needed to complete tasks very well (Armstrong & Baron, 1995). With regard to concept competencies implies that employees must be able to perform their roles effectively (Armstrong, 2000). Motivation is discretionary,

indirect or explicit individual behavior recognized by the formal reward system (Organ, 1988), and this behavior is a matter of personal choice. It has been proposed that motivation links performance and job satisfaction (Organ, 1988; Moorman, 1991). This is also said by Boyatzis (1982) who places the concept of competence firmly in the context of performance. Boyatzis (1982) states that the importance of inherent concepts of higher levels of performance by defining competencies as characteristics that distinguish superior performance from average performance and poor performance.

The Tremblay (2001) study concluded that the perception of the possibility of using competencies had a strong independent positive influence on mobilizing discretionary behavior. Dio's (2003) stipulates that competence leads to higher quality of decisions and greater achievement and efficiency. Garavan & McGuire (2001) add that competencies can be liberating and empowering, arguing that employees are provided with a broad degree of self-control and self-regulation, they will work towards the fulfillment of organizational objectives. In addition, Denison (2006) argues that once employees are empowered, they will psychologically perceive meaningfulness, competence, self-determination and impact, which will lead to organizational effectiveness (Lee & Koh, 2013). These types of competencies are possessed by knowledge workers, who are increasingly being regarded as the critical resource of the firm (Drucker, 1993).

Hypothesis 2 : Competence have a positive and significant effect on motivation

Effect of Organizational Culture on Work Motivation

A organizational culture is formed once the work unit or organization is established. "Being developed as they are to deal with external adaptation and internal integration". That is, forming a work culture when the work environment or organization learns to deal with problems, both concerning external and internal changes, which are related to unity and organizational needs and motivation employee. The formation of culture is initiated by founders or top management or appointed officials. The magnitude of the influence they have will determine the way they are run in the work unit or organization they lead and the level of employee motivation.

Hypothesis 3 : Organizational culture have a positive and significant effect on motivation

Effect of Supervision on Work Motivation

Monitoring in general can be defined as the way an organization delivers effective and efficient performance, and further supports the realization of the organization's vision and mission. The main purpose of supervision is to make sure that what is planned becomes a reality. This can be understood, that the exact planning that is made will not achieve maximum results without the supervision function. Therefore, although this oversight position is at the end of management functions does not mean less important, but more meaningful as the key to the overall success of the implementation of management functions. In an effort to improve work motivation, leaders can conduct direct or indirect supervision; such as making observations at work, giving reports both written and oral, and so on. Monitoring also causes employees to work more carefully, because the leader always evaluates, especially for direct supervision. Robbins & Judge (2015: 258) states that supervision is as a process of observation rather than the implementation of all organizational activities to ensure that all work being carried out goes according to a predetermined plan. The problem of work motivation is almost experienced by all large and relatively developing organizations. In order for the work motivation to be produced to increase, the organization can by monitoring the processes, activities, and work results in accordance with the expected standards. With the increase in work motivation, of course, the benefits will be obtained by the company. Work motivation has two dimensions, namely the effectiveness and efficiency of the use of input sources, namely the first dimension relating to maximum work

achievement, in terms of achieving targets related to quality, quantity and time. While the second dimension relates to efforts to compare inputs with the realization of their use, or how the work is carried out.

Hypothesis 4 : Supervision have a positive and significant effect on motivation

Effect of Leadership on Job Satisfaction

Some research results show that leadership set by a leader in the organization can create harmonious integration and encourage employee work passion to achieve maximum goals. For that a leader must be more responsible and wise. The concept of independent subordinate work, the subordinates actually want more direction from their superiors. This condition means that supervisor direction in essence gives clarity and reduces uncertainty, as well as part of the attention of superiors to the interests of subordinates. In a context like this togetherness coaching is an integral part of the leadership process, where subordinates are implicitly willing to accept the superiority status of their leaders, thus there is a kind of subordinate attachment to their leaders in an effort to create an atmosphere of togetherness.

The relationship between leadership and job satisfaction based on path-goal theory, the influence of leader behavior on employee satisfaction depends on aspects of the situation, including job characteristics and employee characteristics (Yukl, 2010). Job satisfaction and leadership are the most important elements that influence the effectiveness of the entire organization. Positive influence between leadership on job satisfaction and employee performance. The existence of good communication between superiors and subordinates, interaction with superiors and participation that involves subordinates in decision making affects employee satisfaction and performance. Leadership has a significant positive effect on job satisfaction (Walumbma, 2006) . His research comparing the influence of the leadership style in Kenya and the United States still results in a positive significant relationship between leadership and job satisfaction. Leaders who can implement the right leadership will be able to satisfy their subordinates so that employees become more active in working so that employee performance can be formed. The above results can be drawn in the effort to increase job satisfaction through participatory leadership behaviors.

Hypothesis 5 : Leadership have a positive and significant effect on job satisfaction

Effect of Competence on Job Satisfaction

Competence can affect job satisfaction, the more competent high it will lead to high job satisfaction. Empirically competence has a significant effect on organizational performance so the implication of the results of this study is that when nurses have high competence, where nurses are able to create a good atmosphere, the effectiveness and productivity of the organization will increase. Employee competency as a characteristic of a person's ability is needed to get good work results which gives rise to job satisfaction. An empirical study conducted by Bhagat in Haerani (2003) states that for individuals including leaders who have relatively high job satisfaction and performance if they have good competencies compared to workers who have low competence have a low pattern of job satisfaction and performance. The results of other studies that are in line with this research are research conducted by Haerani (2003), Yukl (2007), and Locke (1997), through a study concluded that individual competence has a positive effect on job satisfaction, crucial motivation and performance.

Hypothesis 6 : Competence have a positive and significant effect on job satisfaction

Effect of Organizational Culture on Job Satisfaction

Schein (2007: 109) defines organizational culture as the basic assumptions and beliefs shared by members of an organization. these assumptions and beliefs involve group views about the nature of time and scope, as

well as human nature and relations between humans. Robbins (2008: 305) defined that organizational culture is a value system that controls employees who distinguish their organizations from other organizations. The system of meaning and shared control means the realization of custom or unwritten rules must be agreed upon by each worker. So the more complete the unwritten rules will be more complete the rules always provide guidance to workers in carrying out daily tasks so that the organization's success is higher. Furthermore Robbins argues that there are seven main characteristics in organizational culture, namely: Innovation, Attention to the details of the task, Result orientation, People orientation, Team orientation, Aggressiveness, Stability. The seven characteristics of the organizational culture take place in a unity from low to high. The higher the characteristics of the organization's culture, the more the organizational culture will be in forming positive behavior (high performance) for the members of the organization. On the contrary, the weaker the characteristics of organizational culture, the more unfavorable the organizational culture of these members tends to be lower.

Robbins (2008: 315) explains that the founders of the organization can be the main source of organizational culture. The vision and mission of the founders of the organization naturally had a major impact on the organization's initial culture. this early culture in general continues to grow to become a shared meaning and control that characterizes the organization's culture. Furthermore Robbins explained that the process of creating organizational culture occurs in three ways, namely: First, the founders think and feel the strategies they are taking, secondly, the founders indoctrinate and socialize to their members about how to think and feel their strategy; Third, the founder's own behavior serves as a role model that encourages employees to identify beliefs, values, and assumptions on employees. Based on the process of the occurrence, it appears that organizational culture will have an impact on the behavior / performance of the members of the organization, because the members think and feel the importance of internalizing the organizational culture in their behavior to achieve organizational goals.

Indeed, between organizational culture and employee satisfaction there is a relationship, where culture is said to provide guidance for an employee how he perceives the cultural characteristics of an organization, the values needed by employees in working, interacting with groups, with systems and administration, and interacting with superiors. Rogga's research results (2001) state that organizational culture can improve employee job satisfaction.

Research by Zhang & Li (2013) states that Organizational culture has been considered as one of the important core competencies of an organization. A quantitative approach is provided to support managerial decisions on culture changes in order to improve organizational effectiveness

Hypothesis 7 : Organizational culture have a positive and significant effect on job satisfaction

Effect of Supervision on Job Satisfaction

Supervision has a significant influence on employee job satisfaction. An organization is getting bigger, so the problems faced are more and more complex. In such circumstances, to anticipate the existence of stimulus, supervision is needed both preventive and repressive so that employees can work better. Supervision is carried out with the aim of prevention and improvement of frauds, errors, differences, discrepancies and confusion and weaknesses of the implementation of duties and authorities within an organization. Thus it is clear that the purpose of supervision is essentially so that what is planned becomes reality. In this connection, it is emphasized that in order to truly realize the main objective, the supervision at the first level aims to carry out the work in accordance with the instructions given and to find out the weaknesses and difficulties encountered in implementing the plan.

Hypothesis 8 : Supervision have a positive and significant effect on job satisfaction

Effect of Leadership on Performance

Research conducted by Zehir, et al., (2012), Depending on the results, there is a positive significant relationship between Transformational Leadership and organizational performance. The results of the research by Ozaralli (2003), transformational leadership contributes to the prediction of subordinates' self-reported empowerment and that the more a team members experience team empowerment, the more effective the team will be. This means that, transformational leadership contributes to predictions of empowerment of subordinates. The existence of transformational leaders results in team members experiencing empowerment. The more they experience empowerment, the more effective the team will be. Sparks & Schenk (2001), the results of the support to the notion that transformational leadership indeed followers transforms 'followers by encouraging them to see the higher purposes in their work. Additionally, the results show positive relationships between beliefs is a higher purpose of one's work and job satisfaction, cohesion unit, and effort. Transformational leadership can truly transform followers by encouraging them to see higher goals in the world of work and encourage the achievement of the best performance. Hancott's (2005) research, transformational leadership has a positive influence on organizational performance. The results of this empirical study support the theory of Carlaw et al. (2003), transformational leaders have the ability to motivate subordinates and allow them to maintain achievements and achieve revolutionary change. Givens Research (2008), transformational leaders inspire followers to achieve more on the follower's values and help the follower align these values with the values of the organization. By understanding the impact of transformational leadership on these outcomes, transformational leaders can influence employee behavior so that the behavior has a positive impact on the organization. Can be interpreted that: Transformational leaders inspire followers to achieve more by concentrating on employee values and helping employees harmonize these values with organizational values. Transformational leaders can influence employee behavior so that behavior has a positive impact on the organization.

Hypothesis 9 : Leadership have a positive and significant effect on performance

Effect of Competence on Performance

A success to be achieved by the company is strongly influenced by the performance of its employees. Performance is an achievement or achievement on the tasks assigned to employees, because the company's progress is determined by the performance of all its employees. Performance is the result of a work process carried out by humans. Winanti (2011) in his research revealed that high employee performance can be achieved if all the elements in the company are well integrated, and are able to carry out their roles according to the needs and desires of customers and employees. Competency is said to be one of the factors that influence performance. Competence is needed to help organizations to create a high-performance culture. The many competencies used by human resources will improve performance. The performance and effectiveness of employees in carrying out their duties are largely determined by the competencies required by the field of work. Ley, et al., (2007) states that if individual competencies are in line with organizational competencies, organizational goals can effectively be achieved. Winanti (2011) in his study concluded that competencies affect employee performance. Research conducted by Qamariah & Fadli (2011) also obtained the results of research that competency has a significant and positive influence on performance. Suprpto (2009) in his research stated that competence has a significant and positive effect on employee performance. The study conducted by Zaim, et al., (2013) states that This study measures the impact of individual competencies on performance whether it is high or low. The qualitative approach of this study produces rich information about employees' competency and performance. The paper contains useful information for management practitioners about maintaining and increasing the individual competency to increase organizational performance

Hypothesis 10 : Competence have a positive and significant effect on performance

Effect of Organizational Culture on Performance

Organizational culture and leadership style have a significant positive effect on organizational commitment, job satisfaction and employee performance. High support shown by company leaders is able to provide high motivation from employees to work better and achieve targets, there are four factors of organizational culture (integrity, professionalism, exemplary, HR awards) jointly influence the six service productivity service indicators, which include (1) work ethic, (2) alignment with customers, (3) ability to handle customer problems, (4) customer satisfaction, (5) qualified and capable employees, and (6) improvement in quality, services and processes and the effect is very significant. The more effective organizational culture is applied, the more it will improve customer service productivity. The results of Alok's study (2003), in the main study showed that there was a significant positive relationship between culture and organizational performance.

Hypothesis 11 : Organizational Culture have a positive and significant effect on performance

Effects of Supervision on Performance

To get a good and high-quality work, good supervision is needed. Supervision is the activity of the leader who works so that the work is carried out in accordance with the plan set and or the desired result. In each government and private agency requires supervision from the manager. This supervision is carried out by the manager as an effort to compare what is done in accordance with the plan set. This also means that supervision is an act or activity of the manager who strives for work to be carried out. Supervision is very important in every job both in government and private institutions. Because with good supervision, something will work smoothly and can produce an optimal work result. The more fluently working and accompanied by good supervision, the work will work well. With good supervision will encourage employees to be more active in work and produce good work, especially especially when completing their work with good enthusiasm (McCormick & Tiffin, 2010: 5).

Hypothesis 12 : Supervision have a positive and significant effect on performance

Effect of Work Motivation on Job Satisfaction

Davis & Newstrom (1998: 104), in the Dharma translation, states that job satisfaction shows a match between someone's expectations that arise and the rewards provided by work, so job satisfaction is also closely related to the theory of justice, psychological agreement, and motivation. Shah et al., (2012), if translated, this study was conducted to determine the impact of recognition and recognition, satisfaction with supervision and the work itself on job satisfaction. The results showed a significant positive relationship between job satisfaction has a positive and significant effect on motivation work. Palagia, et al., (2010), Jahangir (2004) in the results of his research showed the effect of motivation on performance. The study conducted by Michael (2011), Bonaparte (2008), Martinez (2013), about the factors associated with performance concluded that motivation and also the control variables of leadership and work climate have a positive and very strong relationship with job satisfaction and performance.

Hypothesis 13 : Motivation have a positive and significant effect on job satisfaction

Hypothesis 14 : Motivation have a positive and significant effect on performance

Effect of Job Satisfaction on Performance

Job satisfaction is defined as a pleasant state or positive emotion that results from the assessment of a person's work or work experience. Job satisfaction results from employee perceptions of how well their work

provides things that are considered important. Five aspects of job satisfaction are measured by the Job Descriptive Index (JDI), namely the work itself (related to responsibility, interest and growth); quality of supervision (related to technical assistance and social support); relationships with colleagues (related to social harmony and respect); promotion opportunities (related to opportunities for further development); and payments (which are related to adequate payments and perceptions of fairness) (Luthans, 2002: 230). The results of the research conducted by Palagia, et al., (2010), the results of the study are remuneration, motivation and job satisfaction affect the performance of employees at the tax office in Makassar City. Job satisfaction partially has a positive and significant effect on performance. Based on research has been done by Jahangir (2004) there is significant effect between job satisfaction and performance.

Hypothesis 15 : Job satisfaction have a positive and significant effect on performance

II. METHODOLOGY

The research was carried out quantitatively with descriptive research design. In this study the population was all heads of village in Malinau Regency who participated in Gerakan Desa Membangun (GERDEMA). The sampling in this study used the census method, namely by determining the entire population to be used as the study sample. The sample of this study was 109 heads of village of program implementers of the Gerakan Desa Membangun in Malinau Regency.

In this research, the research instrument that was used to collect the data was questionnaire. The scale of model which was used was Likert scale with 5 choices. Score 1 = strongly disagree, score 2 = disagree, score 3= neutral, score 4 = agree, score 5 = strongly agree. In this research, the analysis data was used Structural Equation Modeling - Partial Least Square (SEM-PLS).

No	Variables	Indicators
1	Leadership	<ol style="list-style-type: none"> 1. Energy and determination 2. Vision 3. Challenging and encouraging 4. Taking risks 5. Loyalty 6. Self-esteem
2	Competence	<ol style="list-style-type: none"> 1. Education 2. Training 3. Ability to master work 4. Skills
3	Organizational Culture	<ol style="list-style-type: none"> 1. Innovation and risk taking 2. Attention to details 3. Result orientation 4. Person orientation 5. Team orientation 6. Aggressiveness 7. Stability
4	Supervision	<ol style="list-style-type: none"> 1. Give assessment 2. Provide solutions 3. Communicate problems

		<ol style="list-style-type: none"> 4. Provides work spirit 5. Coordinated 6. Understandable
5	Motivation	<ol style="list-style-type: none"> 1. Achievement 2. Responsible 3. Challenge 4. Optimal ability 5. Cooperate 6. Accepted environment 7. Work relationship 8. for a better position 9. Give direction 10. Decision-making
6	Job Satisfaction	<ol style="list-style-type: none"> 1. Work it self 2. Pay 3. Promotion 4. Supervision 5. Co- workers
7	Performance	<ol style="list-style-type: none"> 1. Individual factors 2. Psychological factors 3. Organizational factors

III. RESULTS

A. Partial Least Square Analysis

Exogenous constructs in research conducted consist of leadership, competence, organizational culture, supervision. Leadership is reflected with six indicators and competencies reflected with four indicators, organizational culture is reflected in seven indicators, supervision is reflected by six indicators. While the endogenous research is motivation, satisfaction and performance, motivation is reflected in ten indicators, satisfaction is reflected by five indicators and performance is reflected by five indicators. All exogenous and endogenous variable constructs in this study consist of reflective indicators.

B. Composite Reliability

The next evaluation on the outer model is composite reliability. Composite reliability tests the reliability values of indicators on a construct. A construct or variable is said to meet composite reliability if it has a composite value reliability > 0.7 . Following are the composite reliability values of each construct or variable:

Tabel 5.8
Composite Reliability

Variable	<i>Composite Reliability</i>
Leadership	0.822
Competence	0.772
Organizational Culture	0.749

Supervision	0.835
Motivation	0.857
Job Satisfaction	0.805
Performance	0.841

Source: Primary Data Processed by Authors, 2018

Based on Table 5.8 it can be concluded that all constructs meet reliable criteria. This is indicated by the composite reliability value above 0.70 as the recommended criteria.

C. Average Variance Extracted (AVE)

The value of Average Variance Extracted (AVE) of each construct is required to be above 0.50. The AVE value for all variables is

Tabel 5.9
Average Variance Extracted

Variable	AVE	Information
Leadership	0.535	> 0,50
Competence	0.463	< 0,50
Organizational Culture	0.434	< 0,50
Supervision	0.508	> 0,50
Motivation	0.376	< 0,50
Job Satisfaction	0.512	> 0,50
Performance	0.517	> 0,50

Source: Processing data with PLS, 2018

Based on Table 5.9 shows that the AVE value for motivation construct, leadership and organizational culture has AVE values below 0.50, but because all Variables have high composite reliability values, this symptom does not make the Variables excluded from the equation.

D. Goodness of fit model PLS

Goodness of fit PLS model is measured through predictive Q-square relevance value, to measure how well the observation value is generated by the model and also its parameter estimation. Testing of goodness of fit uses predictive-relevance (Q²). The R² values of each endogenous variable in this study are as follows:

Tabel 5.10
Goodness of fit model PLS

Variable	R Square
Motivation	0.453
Job Satisfaction	0.568
Performance	0.571

Source: Processing data with PLS, 2018

E. Results of Analysis and Testing of Hypotheses

The significance of the estimated parameters provides very useful information about the relationship between the research Variables. The basis used in testing the hypothesis is the value contained in the inner model path coefficients output. Table 5.11 provides estimated output for testing structural models.

Tabel 5.11
Results of Testing Research Hypotheses

Construct	Effect Weight	T-Statistic	<i>p_ value</i>	Information
Leadership on Work Motivation	-0.056	0.573	0.567	Not Supported
Competence on Work Motivation	0.314	3.272	0.001	Supported
Organizational Culture on Work Motivation	0.403	3.982	0.000	Supported
Supervision on Work Motivation	0.094	0.784	0.433	Not Supported
Leadership on Job Satisfaction	0.537	4.439	0.000	Supported
Competence on Job Satisfaction	0.084	0.762	0.447	Not Supported
Organizational Culture on Job Satisfaction	0.006	0.054	0.957	Not Supported
Supervision on Job Satisfaction	0.099	0.963	0.336	Not Supported
Leadership on Performance	0.076	0.731	0.465	Not Supported
Competence on Performance	0.084	0.762	0.447	Not Supported
Organizational Culture on Performance	0.116	1.172	0.242	Not Supported
Supervision on Performance	-0.049	0.515	0.606	Not Supported
Work Motivation on Job Satisfaction	0.354	3.538	0.000	Supported
Work Motivation on Performance	0.174	2.079	0.038	Supported
Job Satisfaction on Performance	0.501	4.628	0.000	Supported

Source: Processing data with PLS, 2018

In the PLS a statistical test of each hypothesized relationship is carried out using simulation. In this case the bootstrap method is performed on the sample.

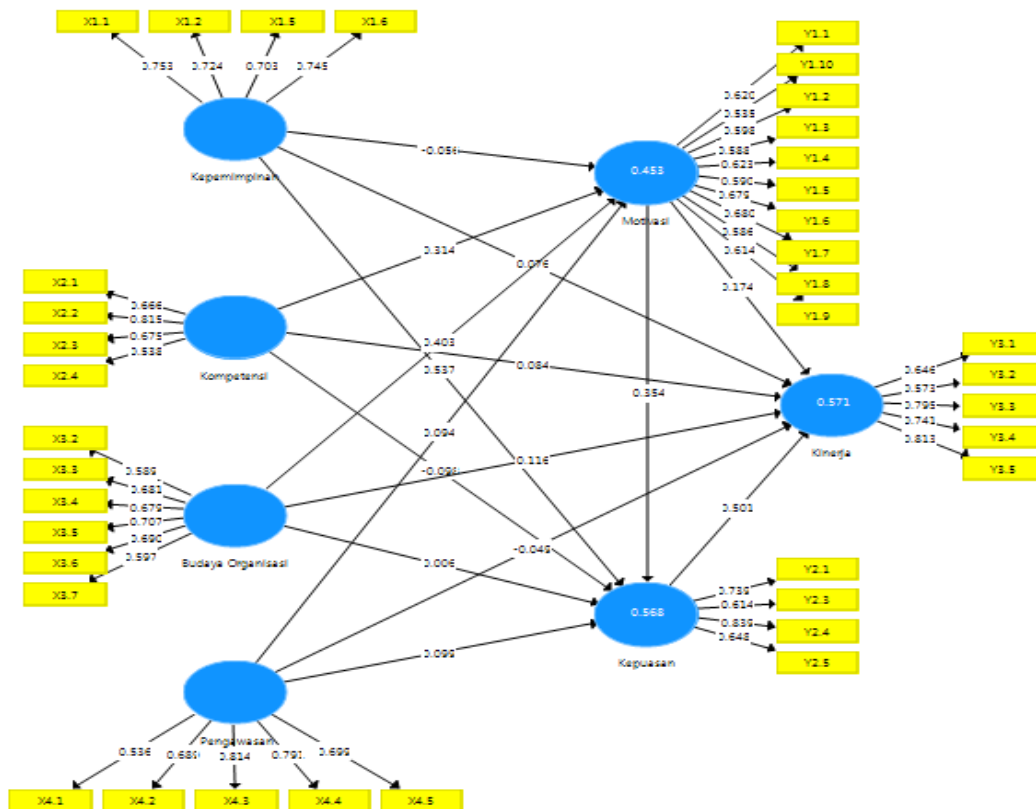


Figure 5.1
Effects of Inter-Research Constructs

IV. DISCUSSION

The results of hypothesis testing indicate that leadership has no significant effect on the motivation of the Village Builder Program Implementing work in Malinau Regency, so the hypothesis is rejected. Leaders who apply the transformational leadership model can be said to be leaders who are able to motivate employees to achieve goals (Hater & Bass in Aarons, (2006)). Transformational leaders will direct their followers to good moral values, can direct their followers to be able to commit to organizational values, can respect followers, encourage followers to be creative and inspire followers to achieve goals (Politis, 2004). Therefore, a leader must be able to predict the future of an organization, direct employees to be able to commit and achieve organizational goals (Barbutodar in Aarons, 2006). However, the results of this study do not support previous research. The results of hypothesis testing indicate that competence has a significant effect on the motivation of the Village Builder Program Implementing work in Malinau Regency, so the hypothesis is accepted. With regard to concept competencies implies that employees must be able to perform their roles effectively (Armstrong, 2000). The results of this study support the study conducted by Tremblay (2001) that the perception of the possibility of using competence has a strong independent positive influence on mobilizing discretionary behavior. Dio's (2003) stipulates that

competence leads to higher quality of decisions and greater achievement and efficiency. Garavan & McGuire (2001) add that competencies can be liberating and empowering, arguing that employees are provided with a broad degree of self-control and self-regulation, they will work towards the fulfillment of organizational objectives. The results of hypothesis testing indicate that the organizational culture has a significant effect on the motivation of the Village Builder Program's work in Malinau Regency, so the hypothesis is accepted. A work culture is formed once the work unit or organization is established. "Being developed as they learn from problems of external adaptation and internal integration." That is, the formation of a work culture when the work environment or organization learns to deal with problems, both concerning external and internal changes, which are related to unity and organizational needs and employee motivation. The formation of culture is initiated by founders or top management or appointed officials. The magnitude of the influence they have will determine the way they are run in the work unit or organization they lead and the level of employee motivation.

The results of hypothesis testing indicate that supervision has no significant effect on the motivation of the Village Builder Program Implementing work in Malinau Regency, so the hypothesis is rejected. In an effort to improve work motivation, leaders can conduct direct or indirect supervision, such as making observations in the workplace, providing reports both written and oral, and so on. Surveillance also causes employees to work more carefully, because leaders always conduct evaluations, especially for direct supervision. The results of this study reject the research of Robbins & Judge (2015: 258) which states that supervision is a process of observation rather than the implementation of all organizational activities to ensure that all work being carried out goes according to a predetermined plan. The results of hypothesis testing indicate that leadership has a significant effect on the work satisfaction of the Program Village Movement Program Implementers in Malinau Regency, so the hypothesis is accepted. In a context like this togetherness coaching is an integral part of the leadership process, where subordinates are implicitly willing to accept the superiority status of their leaders, thus there is a kind of subordinate attachment to their leaders in an effort to create an atmosphere of togetherness. Positive influence between leadership on job satisfaction and employee performance. The existence of good communication between superiors and subordinates, interaction with superiors and participation that involves subordinates in decision making affects employee satisfaction and performance. The results of this study support Walumbwa's research, 2006.

The results of hypothesis testing indicate that competency has no significant effect on the job satisfaction of the Program Village Movement Program Implementers in Malinau Regency, so the hypothesis is rejected. In this study competency only has a small effect on job satisfaction, meaning that whether or not competency will not cause one's job satisfaction. Empirically competencies have a significant effect on organizational performance. The results of this study reject previous studies conducted by Bogner & Thomas (1994) and empirical studies conducted by Bhagat in Haerani (2003). The results of this study also contradict the results of the study of Haerani (2003), Yukl (2007) and Locke (1997), who concluded that individual competence has a positive effect on job satisfaction. The results of hypothesis testing indicate that the organizational culture has no significant effect on the job satisfaction of the Program Village Movement Program Implementers in Malinau Regency, so the hypothesis is rejected. This means that good or not organizational culture will only have a small impact on job satisfaction. The results of the study reject the previous research conducted by Rogga (2001) and the research of Zhang & Li (2013) stating that organizational culture can improve employee job satisfaction. The results of hypothesis testing indicate that supervision has no significant effect on the work satisfaction of the Program Village Movement Program Implementers in Malinau Regency, so the hypothesis is rejected. Supervision is carried out with the aim of prevention and improvement but the fact is that the level of supervision is high or low, not having a large impact on job satisfaction. The results of hypothesis testing indicate that leadership has no significant effect on the performance of the Program Village Movement Program Implementers in Malinau Regency, so the hypothesis is rejected. This means that leadership does not contribute to performance.

The results of this study reject the research conducted by Zehir, et al. (2012), Ozaralli (2003), Sparks & Schenk (2001). The results of this study also do not confirm the theory of Carlaw et al., (2003), transformational leaders have the ability

to motivate subordinates and allow them to maintain achievements and achieve revolutionary change. The results of hypothesis testing indicate that competency has no significant effect on the performance of the Program Village Movement Program Implementers in Malinau Regency, so the hypothesis is rejected. The results of this study do not support previous research conducted by Zaim, et al., (2013) stating that This study results in the impact of individual competencies on performance whether it is high or low. The qualitative approach of this study produces rich information about employees' competency and performance. The paper contains useful information for management practitioners about maintaining and increasing the individual competency to increase organizational performance. Organizational culture has no significant effect on the performance of the Program Village Movement Program Implementers in Malinau Regency, so the hypothesis is rejected. The results of this study do not support the study of Alok (2003), in the study showed that there was a significant positive relationship between culture and organizational performance. Supervision has no significant effect on the performance of the Program Village Movement Program Implementers in Malinau Regency, so the hypothesis was rejected. To get a good and high quality work, good supervision is needed. Based on the results of research with supervision, it does not encourage employees to be more active in working and produce good work, especially if they complete their work with good enthusiasm. The results of this study do not confirm the theory of McCormick & Tiffin, 2010: 5.

The results of hypothesis testing indicate that work motivation has a significant effect on the work satisfaction of the Program Village Movement Program Implementers in Malinau Regency, so the hypothesis is accepted. The results of this study confirm the theory of Davis & Newstrom (1998: 104), in the Dharma translation, stating that job satisfaction shows the compatibility between one's expectations arising and the rewards provided by work, so job satisfaction is also closely related to the theory of justice, psychological agreement, and motivation and empirical research Shah et al., (2012).

The results of hypothesis testing indicate that job satisfaction has a significant effect on the performance of the Program Village Movement Program Implementer in Malinau Regency, so the hypothesis is accepted. The results of this study support the results of research conducted by Palagia, et al., (2010) and Jahangir (2004) research, Job satisfaction has been found to have a positive relationship with job performance. This means that job satisfaction has a positive influence on performance.

V. CONCLUSION

Based on the results of the research and discussion in the previous chapter, conclusions can be taken as follows:

1. Leadership has no significant effect on work motivation
2. Competence has a significant effect on work motivation
3. Organizational culture has a significant effect on work motivation
4. Supervision has no significant effect on work motivation
5. Leadership has a significant effect on the job satisfaction
6. Competence has no significant effect on the job satisfaction
7. Organizational culture has no significant effect on the job satisfaction
8. Supervision has no significant effect on the job satisfaction
9. Leadership has no significant effect on the performance
10. Competence has no significant effect on the performance
11. Organizational culture has no significant effect on the performance
12. Supervision has no significant effect on the performance
13. Work motivation has a significant effect on the job satisfaction
14. Work motivation has a significant effect on the performance
15. Job satisfaction has a significant effect on the performance

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