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Leadership, organizational culture, and quality of human resources towards job satisfaction and performance

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Abstract. Human resources (HR) is always interesting to investigate and how they are progressing so that they can set goals in the workplace. This study aims to determine the influence of leadership style, organizational culture, and quality of HR on job satisfaction and employee performance in the Regional Financial and Asset Management Agency of East Kalimantan Province (Indonesia). Explanatory and descriptive-based study design. To determine the extent of the relationship based on the proposed hypothesis, data were collected using survey techniques for all 103 employees. Data analysis was processed and interpreted through Structural Equation Modeling-Partial Least Square (SEM-PLS). Interestingly, we found that leadership style and organizational culture did not have a significant effect on job satisfaction. On the one hand, the quality of HR has a significant effect on job satisfaction. In the second experiment, leadership style, organizational culture, quality of HR, and job satisfaction have had a significant impact on employee performance. This study is expected to become a new reference for future studies by considering the sample size, analysis tools, and variables that can be developed again.

Keywords. HR, Public office, Survey, SEM-PLS

1. Introduction

Successful organizations need leaders who are agile, have different perspectives to provide new things so that they can excite members of the organization. The role of a leader in an organization can affect the morale of organizational members, the quality of work of organizational members, and the level of achievement of organizational members. Leaders can influence, direct, control, and encourage employees to be able to do work with their awareness and without coercion to get together towards the goals set. The character of a

leader will affect the person's success in leading the organization and is also determined by different qualities, both temperament and characteristics (Razak et al., 2018).

The organizational culture should be owned by government agencies so that employees have values, norms, references, and guidelines that must be implemented. Organizational culture is also an employee unifier, a reducer of conflict, and a motivator for employees in carrying out their duties properly so that it has a positive effect on behavior and performance. A government agency or organization that has a strong culture will produce a good performance in the long run. A strong culture means that all employees have the same perception in achieving organizational goals. The unity of perception is based on the same values that are believed, norms that are upheld, and behavior patterns that are adhered to (Prawironegoro, 2010).

The quality of human resources in an employee can theoretically also affect the employee's performance. One indicator of the quality of HR is the expertise possessed by employees. Their performance is said to be good if they have high skills (Yamit, 2013). This means that employees with better HR will have good performance too so that there is a positive correlation between quality of HR and employee performance.

1.1 Problem Statement and Objectivity

Given the importance of leadership, organizational culture, and employee development on satisfaction and performance, we need to conduct an in-depth study at the Regional Financial and Asset Management Agency of East Kalimantan Province. Where the Regional Financial and Asset Management Agency of East Kalimantan Province is a relatively young Regional Work Unit (SKPD) which was formed based on Regional Regulation Number 9 of 2016 concerning "Formation and Composition of Regional Apparatus of East Kalimantan Province". According to its nomenclature, BPKAD Kalimantan Province. Timur has the task of carrying out the functions of supporting government affairs in the Financial Sector but has the task of carrying out coordination, governance, public services, public organizational culture, as well as supporting functions of Government affairs in the field of finance and regional asset management throughout East Kalimantan Province.

Based on our initial observations in the field, it was identified that there was a decline in performance in the Regional Financial and Asset Management Agency of East Kalimantan Province, such as main tasks and functions that were still overlapping and had not synergized between one field and another, readiness to complete tasks and responsibilities, decreased levels of trust. and satisfaction with management due to management policies that are still not in favor of employees, complaints from employees themselves to fellow colleagues regarding service standards and procedures to SKPD and other parties that are not clear and adequate so that there is conflict, a sense of dissatisfaction. from employees who trigger their performance, lack of communication, cooperation between management and implementing employees, lack of motivation in the context of self-development such as education and training for employees and appreciation of the work done by employees. This is the challenge that must be overcome by the BPKAD of East Kalimantan Province in an effort to create a good performance as a result of the transfer of authority. Job adjustments, Standard Operating Procedures (SOP), and policies related to the work environment can encourage and indirectly see the maximum improvement in employee performance by continuing to make efforts to improve employee performance (Wijayanti et al., 2020).

Of the factors that affect employee performance, there are several factors that experience inequality as the cause of decreased levels of trust and satisfaction with management due to management policies that are still not partial to employees, complaints from employees

themselves to fellow colleagues regarding Service standards and procedures are less clear and adequate, resulting in conflicts and dissatisfaction from employees that trigger their performance as well as lack of communication and cooperation between employees, lack of motivation in the context of self-development such as training for employees and appreciation of the work that has been done by employees. This is the challenge that must be overcome by the BPKAD of East Kalimantan Province in an effort to create a good performance as a result of the transition and the formation of a new Agency in the two bureaus of the Regional Secretariat of East Kalimantan Province so that there is the repetition of SOPs and policies related to the work environment that can encourage and indirectly be able to see the real increase in job satisfaction and maximum employee performance by continuing to make efforts to improve employee performance.

However, in reality, regulations in the field of financial and asset management are very dynamic, thus requiring adjustments in implementation, limited competence, and HR. The quality of HR has not led to an increase in employee performance, separate building infrastructure between the financial sector and the asset sector so it is difficult to coordinate more quickly, the preparation of a Budget Activity Plan (RKA) between related agencies in the Government is still less than optimal so that it impacts on consistency and synchronization between budgets. Regional Revenue and Expenditure (APBD) with Regional Planning documents and understanding of regional financial management officers that are not yet comprehensive with Government Accounting Standards (SAP).

2. Related Literature

2.1 Job Satisfaction

Faradila et al. (2020) inform that job satisfaction is a general attitude towards someone's job that they believe they should receive compared to the number of awards received. Job satisfaction is a worker's (positive) attitude towards his job, which arises based on an assessment of the work situation. The assessment can be carried out on one of the jobs, the assessment is carried out as a sense of appreciation in achieving one of the important values in the work. Satisfied employees prefer their work situation rather than dislike them.

Feelings related to job satisfaction and dissatisfaction tend to reflect the worker's assessment of current and past work experiences rather than expectations for the future (Maria et al., 2020). It can be concluded that there are two important elements in job satisfaction, namely job values and basic needs.

2.2 Performance

According to Sinambela (2012), performance is an effort to achieve the goals of the organization concerned legally, does not violate the law, and is in accordance with the norms and ethics achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities regarding their work.

Sugiyono (2012) highlights that employee performance is influenced by several factors, namely the quantity of work, quality of work, knowledge of work, teamwork, creativity, innovation, and initiative.

2.3 Leadership

Fahmi (2014) emphasizes leadership is the science that studies comprehensively how to be able to provide influence, direction, and supervision to other parties to carry out tasks that have become their responsibility while leadership style is a leader habit, which focuses on

what the leader does and how their behavior (Northouse, 2018). Purwadi et al. (2020) determine the types of leadership styles, including authoritarian leadership styles, democratic leadership styles, and “Laissez-Fair” leadership styles.

2.4 Organizational Culture

Robbins & Judge (2015) evaluates that all organizations have an unwritten culture that defines standards of behavior that are acceptable and which are not for employees. After a few months, most employees will understand their organizational culture. They know things like how to dress for work, whether rules are strictly enforced, what kinds of questionable behavior are sure to trouble them, and which ones are most likely to be ignored, the importance of honesty, integrity, and the like.

Robbins & Judge (2015) also divides the four cultural functions in an organization based on its character. First, culture has a role to define boundaries. This means that culture creates a clear distinction between one organization and another. Second, culture brings a sense of identity to organizational members. Third, culture makes it easier for a commitment to something broader than one's individual self-interest. Fourth, culture increases the stability of the social system. Culture is the social glue that helps hold the organization together by providing precise standards for what employees have to say and do. Finally, culture serves as a meaning-making and control mechanism that guides and shapes employee attitudes and behavior.

2.5 Quality of HR

The quality of HR in a service organization can be the main support as well as the driving force of the organization in an effort to realize the vision, mission, and goals of the organization (Zainurossalamia et al., 2020). In practice, public services must be able to communicate regulatory rules and operational techniques that can improve service quality, organizational performance, and trust (Halliburton & Poenaru, 2010).

The functions of the quality of human resources based on the views of Zainal et al. (2014) include planning, organizing, directing and procurement, control, development, compensation, integration, maintenance, discipline, and dismissal.

3. Hypothesis Development

3.1 Leadership and Job Satisfaction

Leadership is a process by which leaders influence employee behavior to achieve organizational goals. Many consider that leadership determines the performance of an organization, especially in achieving its mission and vision. For this reason, every leader seeks to motivate, spur, and encourage the work performance of an employee in order to obtain optimal work results, which in the end the employees have job satisfaction.

The leadership style will determine the activities of employees and if the leadership style is successfully applied it will be a motivator for employees so that it can generate morale. In the end, employees can work well so that work productivity can be increased and can be seen through the results of employee performance. When an employee feels satisfaction at work, an employee will make every effort to complete his job, which will ultimately result in high service quality. Therefore, employee satisfaction is no less important for a company to pay attention to.

Leadership has a direct impact on employee satisfaction and vice versa, if the leadership is bad (low), employee satisfaction will also below. If employees have high satisfaction, this is

due to good leadership (Northouse, 2018). Saleem (2015) and Khajeh (2018) have found that leadership has a significant effect on job satisfaction.

H1: Leadership effects on job satisfaction.

3.2 Organizational Culture and Job Satisfaction

In one study, Erna et al. (2020) show that organizational culture has a significant positive effect on employee satisfaction. Meanwhile, Pirzada et al. (2011) also showed similar results. Organizational culture in an organization is usually associated with values, norms, attitudes, and work ethics that are shared by each component of the organization. These four elements are the principles for monitoring employee behavior, the way they think, cooperate and interact with their environment. If this organizational culture is good, it will be able to increase high job satisfaction and will contribute to the success of the organization.

Organizational culture is a system of spreading beliefs and values that develop in an organization and directs the behavior of its members. High employee job satisfaction is an indicator of quality effectiveness as well, which means that the organizational culture has been well managed.

H2: Organizational culture affects job satisfaction.

3.3 Quality of HR and Job Satisfaction

Ananda et al. (2019) have investigated that quality of HR and work effectiveness have an effect on employee job satisfaction. Thus, it can be seen that what is meant by quality of HR in the study is the ability of BPKAD employees of East Kalimantan Province who must have integrity, mental attitude, discipline, and motivation as well as quality at work. This implies that differences in individual characteristics have an important meaning to explain job satisfaction in addition to the characteristics of the work environment. From this explanation, theoretically, there is an influence between quality of HR and employee performance.

H3: Quality of HR affects job satisfaction.

3.4 Leadership and Performance

Mohamed et al. (2012) presented that transformational and transactional leadership styles have a significant positive effect on employee performance. A similar study conducted by Obiwuru et al. (2011) also concluded that leadership style has a significant positive effect on employee performance.

The success of an organization both as a whole and in various groups in a particular organization really depends on the quality of leadership contained in the organization concerned. In fact, it can be said that the quality of leadership contained in an organization plays a very dominant role in the success of the organization in the performance of its employees (Kaswan, 2012).

H4: Leadership affects on performance.

3.5 Organizational Culture and Performance

The relationship between organizational culture and the performance of employees or members of the organization can be reflected in the behavior of the organization. When employees imitate behavior in accordance with their organizational culture, there will be satisfaction and even direct or indirect rewards.

The importance of organizational culture in relation to employee performance is corroborated by the opinion of Robbins & Judge (2015) that in fact, one study of organizational culture suggests that employees in companies with strong cultures are more

committed to their company than employees in companies with weak cultures. Companies with strong cultures will also use their recruiting efforts and outreach practices to build employee commitment. There is increasing evidence that a strong culture is associated with high organizational performance. Several studies link organizational culture that has had a significant positive effect on employee performance (e.g. Paramita et al., 2020; Syauta et al. 2012).

H5: Organizational culture affects on performance.

3.6 Quality of HR and Performance

Nabi et al. (2016) and Alkhateeb et al. (2020) concluded that quality of HR has a significant positive effect on employee performance. Human resources in an institution or department have a very important role in achieving the success of the institution or department. Micro-description that even sophisticated and complete facilities are not a guarantee of the success of the institution without being balanced with the quality of the employees who will take advantage of these facilities.

An institution in the midst of society certainly has a vision, mission, and goals, in order to achieve the mission and objectives, programs or activities are planned, and then for the implementation, monitoring, and evaluation of these activities professional personnel are needed. This proves that the quality of HR needs to be improved to achieve good performance.

It can be illustrated that there is a close relationship between the quality of human resources and employee performance. As described by Zainal et al. (2014) if a person's performance will be good if he has high skills or skills. From this, theoretically, there is an influence between quality of HR and employee performance.

H6: Quality of HR affects performance.

3.7 Job Satisfaction and Performance

Rismanto et al. (2017) assert that motivation, job satisfaction, and HR development have a significant positive effect on employee performance. The findings appear to be similar to Natsir et al. (2018) which highlights that there is a significant influence between work motivation, compensation, and job satisfaction on employee performance, while leadership style does not have a significant effect.

The relationship between job satisfaction and workability is explained that job satisfaction leads to job performance because employees who are satisfied become more productive, also more productive employees feel satisfied and their performance increases. Job satisfaction felt by employees will foster self-confidence in employees (Luthans, 2012). Employee job satisfaction will encourage employees to achieve high work abilities. If applied in an organization, it can be said that organizations with satisfied employees tend to be more effective, so that productivity increases (Robbins & Judge, 2015).

A person with high job satisfaction will show a positive attitude towards his job, on the other hand, a person who is not satisfied with his job will show a negative attitude towards the job. The conceptual framework in this study is that the performance of an employee will be determined by the level of job satisfaction.

Someone who works in a forced state will have poor work results compared to employees who work with high morale. If government agencies have employees with a low majority of power, it can be imagined that the level of performance of government agencies as a whole will be detrimental to the organization, which is why organizations need to pay attention to the degree of employee satisfaction by reviewing aspects that can affect job satisfaction. Job

satisfaction is the degree of likes or dislikes of workers towards various aspects of their work. Between job satisfaction can lead to increased employee performance, on the contrary good performance can lead to job satisfaction (Darmawan, 2013).

H7: Job satisfaction affects performance.

4. Methodology

4.1 Variables

The variables in this study are represented in two steps. In the first session, leadership, organizational culture, and quality of HR act as independent variables, while job satisfaction is the dependent variable. In the second session, job satisfaction and the three previous variables are classified as independent variables and their effects on performance (dependent variable) are designed. The dependent variable is the variables that are the goal of prediction and the independent variables are used to predict the dependent variable. The independent variable is symbolized by "X" and "Y" for the dependent variable. It can be concluded, the first session will also determine the first hypothesis, second hypothesis, and third hypothesis. The fourth hypothesis, fifth hypothesis, sixth hypothesis, and seventh hypothesis are part of the second session.

The size of these variables is expressed with a "Likert scale", where the calculated scores in the range 1 - strongly disagree, 2 - disagree, 3 - enough, 4 - agree, and 5 - strongly agree. Leadership (X1) is the ability of the Head of the Regional Financial and Asset Management Agency of East Kalimantan Province to exert influence on leaders or superiors over subordinates, where subordinates feel trust, pride, loyalty, and respect for superiors and they are motivated to go beyond what is targeted or expected.

Organizational culture (X2) is a basic pattern of values, expectations, habits, and beliefs shared by all staff of the Regional Financial and Asset Management Agency of East Kalimantan Province as a guideline or culture that applies in carrying out tasks to achieve organizational goals. Quality of HR (X3) is the capability of an employee in carrying out the duties and responsibilities given to him or her with sufficient education, training, and experience to a process related to products, services, people, processes, and the environment that meets or exceeds expectations. within the Regional Financial and Asset Management Agency of East Kalimantan Province.

Job satisfaction (Y1) is the (positive) attitude of employees of the Regional Financial and Asset Management Agency of East Kalimantan Province towards their work, which arises based on an assessment of the work situation, is satisfied with their work, satisfied with their superiors, satisfied with their income, and satisfied with their colleagues. Performance (Y2) is a result that has been carried out during a certain period in order to achieve the objectives of the Regional Financial and Asset Management Agency of East Kalimantan Province which is carried out legally, does not violate the law, is in accordance with morals, and the responsibilities borne by it.

4.2 Population and Sample

The population in question is the size or number studied and the sample is the smallest part of the population. In this study, the sampling procedure is aimed at a population size or a total of 103 employees of the Regional Financial and Asset Management Agency of East Kalimantan Province.

4.3 Analysis Technique

To answer the points of the hypothesis design, we use the Partial Least Square (PLS) method, because it can predict the relationship between constructs. In addition, this can help researchers to obtain latent variable values that aim to project other variables (Maria et al., 2020). Variables are divided into two types, namely latent variables and construct variables as linear aggregates of the indicators. The weight estimate for creating the component of the latent variable score is obtained based on how the inner model connects the latent variables with the specified constructs (Rahmawati et al., 2021).

Measurement provisions on the feasibility of distributing the questionnaire are described through reliability and validity tests. Reliability is actually a tool to see a questionnaire which is an indicator of a variable or construct whether it is feasible or vice versa. This is necessary by considering the Cronbach Alpha (α) statistical test, where a variable is said to be reliable if $CA > 0.70$. Meanwhile, the validity test is used to measure whether a questionnaire is valid or not. If the correlation between each indicator to the total construct score shows a significant result, it can be concluded that each question indicator is valid (Pusriadi et al., 2021).

5. Result and Discussion

Table 1, Table 2, Table 3, Table 4, and Table 5 based on the SPSS output display shows that the correlation between each indicator on the total construct score of leadership (X1.1 - X1.5), organizational culture (X2.1) - X2.5), quality of HR (X3.1 - X3.5), job satisfaction (Y1.1 - Y1.5), and performance (Y2.1 - Y2.5) showed significant results, so it was concluded to each question indicator is valid.

In this validity test, the correlation value is stated with a probability level of 0.01 (1%), which means that there is a two-way relationship in each constructor indicator. None of the five constructs and twenty-five indicators were invalid. Respondents responded competently to consistency in the questions posed so that there was no double interpretation or bias.

Table 1-Validity Test for “Leadership”

		X1.1	X1.2	X1.3	X1.4	X1.5	Leadership
X1.1	Pearson Correlation	1	.488**	.351**	.422**	.385**	.744**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	103	103	103	103	103	103
X1.2	Pearson Correlation	.488**	1	.332**	.482**	.346**	.732**
	Sig. (2-tailed)	.000		.001	.000	.000	.000
	N	103	103	103	103	103	103
X1.3	Pearson Correlation	.351**	.332**	1	.483**	.366**	.702**
	Sig. (2-tailed)	.000	.001		.000	.000	.000
	N	103	103	103	103	103	103
X1.4	Pearson Correlation	.422**	.482**	.483**	1	.505**	.777**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	103	103	103	103	103	103
X1.5	Pearson Correlation	.385**	.346**	.366**	.505**	1	.692**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	103	103	103	103	103	103
Leadership	Pearson Correlation	.744**	.732**	.702**	.777**	.692**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	103	103	103	103	103	103

** Correlation is significant at the 0.01 level (2-tailed).

Source: Own calculation.

Table 2-Validity Test for "Organizational Culture"

		X2.1	X2.2	X2.3	X2.4	X2.5	Organizational Culture
X2.1	Pearson Correlation	1	.552**	.526**	.554**	.691**	.849**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	103	103	103	103	103	103
X2.2	Pearson Correlation	.552**	1	.486**	.434**	.418**	.762**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	103	103	103	103	103	103
X2.3	Pearson Correlation	.526**	.486**	1	.354**	.492**	.731**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	103	103	103	103	103	103
X2.4	Pearson Correlation	.554**	.434**	.354**	1	.519**	.738**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	103	103	103	103	103	103
X2.5	Pearson Correlation	.691**	.418**	.492**	.519**	1	.799**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	103	103	103	103	103	103
Organizational Culture	Pearson Correlation	.849**	.762**	.731**	.738**	.799**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	103	103	103	103	103	103

** Correlation is significant at the 0.01 level (2-tailed).

Source: Own calculation.

Table 3-Validity Test for "Quality of HR"

		X3.1	X3.2	X3.3	X3.4	X3.5	Quality of HR
X3.1	Pearson Correlation	1	.431**	.453**	.470**	.339**	.728**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	103	103	103	103	103	103
X3.2	Pearson Correlation	.431**	1	.478**	.422**	.433**	.746**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	103	103	103	103	103	103
X3.3	Pearson Correlation	.453**	.478**	1	.396**	.466**	.756**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	103	103	103	103	103	103
X3.4	Pearson Correlation	.470**	.422**	.396**	1	.451**	.752**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	103	103	103	103	103	103
X3.5	Pearson Correlation	.339**	.433**	.466**	.451**	1	.715**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	103	103	103	103	103	103
Quality of HR	Pearson Correlation	.728**	.746**	.756**	.752**	.715**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	103	103	103	103	103	103

** Correlation is significant at the 0.01 level (2-tailed).

Source: Own calculation.

Table 4-Validity Test for "Job Satisfaction"



		Y1.1	Y1.2	Y1.3	Y1.4	Y1.5	Job satisfaction
Y1.1	Pearson Correlation	1	.460**	.476**	.276**	.419**	.709**
	Sig. (2-tailed)		.000	.000	.005	.000	.000
	N	103	103	103	103	103	103
Y1.2	Pearson Correlation	.460**	1	.613**	.472**	.304**	.754**
	Sig. (2-tailed)	.000		.000	.000	.002	.000
	N	103	103	103	103	103	103
Y1.3	Pearson Correlation	.476**	.613**	1	.455**	.484**	.808**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	103	103	103	103	103	103
Y1.4	Pearson Correlation	.276**	.472**	.455**	1	.553**	.735**
	Sig. (2-tailed)	.005	.000	.000		.000	.000
	N	103	103	103	103	103	103
Y1.5	Pearson Correlation	.419**	.304**	.484**	.553**	1	.739**
	Sig. (2-tailed)	.000	.002	.000	.000		.000
	N	103	103	103	103	103	103
Job satisfaction	Pearson Correlation	.709**	.754**	.808**	.735**	.739**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	103	103	103	103	103	103

** Correlation is significant at the 0.01 level (2-tailed).

Source: Own calculation.

Table 5-Validity Test for "Performance"

		Y2.1	Y2.2	Y2.3	Y2.4	Y2.5	Performance
Y2.1	Pearson Correlation	1	.669**	.428**	.287**	.328**	.729**
	Sig. (2-tailed)		.000	.000	.003	.001	.000
	N	103	103	103	103	103	103
Y2.2	Pearson Correlation	.669**	1	.449**	.265**	.288**	.717**
	Sig. (2-tailed)	.000		.000	.007	.003	.000
	N	103	103	103	103	103	103
Y2.3	Pearson Correlation	.428**	.449**	1	.557**	.460**	.773**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	103	103	103	103	103	103
Y2.4	Pearson Correlation	.287**	.265**	.557**	1	.590**	.722**
	Sig. (2-tailed)	.003	.007	.000		.000	.000
	N	103	103	103	103	103	103
Y2.5	Pearson Correlation	.328**	.288**	.460**	.590**	1	.750**
	Sig. (2-tailed)	.001	.003	.000	.000		.000
	N	103	103	103	103	103	103
Performance	Pearson Correlation	.729**	.717**	.773**	.722**	.750**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	103	103	103	103	103	103

** Correlation is significant at the 0.01 level (2-tailed).

Source: Own calculation.

Table 6 confirms that in the reliability test if all variables with five items each are said to be "reliable" or have met the analysis requirements. The Cronbach's Alpha (CA) for leadership (X1) was 0.966, organizational culture (X2) was 0.937, quality of (X3) was 0.946,

job satisfaction (Y1) the coefficient was 0.913, and performance (Y2) was 0.837. That way, the CA coefficient is certainly greater than 0.70.

Table 6-Summary on Reliability (N of Items = 5)

Variables	CA	Reliable
Leadership	.966	Yes
Organizational culture	.937	Yes
Quality of HR	.946	Yes
Job satisfaction	.913	Yes
Performance	.837	Yes

Source: Own calculation.

The next assumption is the convergent validity of the measurement model with a reflexive indicator which is assessed based on the correlation between the item scores. An individual reflective measure is said to be high if it is correlated more than 0.7 through the measurement construct. However, Wong (2013) describes the initial stage of developing a loading value measurement scale of 0.5 - 0.6 which is considered sufficient. For this case study, we used Average Variance Extracted (AVE) to describe convergent validity. If the AVE achievement is greater than 0.5, it can be said to be valid. Next, the “goodness of fit model” check is reviewed based on Composite Reliability (CR) and R-square (R2). CR is the part used to test the reliability value of indicators in certain models. A variable can be declared to meet composite reliability if it has an RC acquisition greater than 0.6. As a result, the CR value for these variables is > 0.6. This confirms that each variable has met the requirements, so we conclude that the variables in this study have a high level of reliability (see Table 7).

Table 7-Review of AVE, CR, and R2

Variables	AVE	CR	R2	Decisions
Leadership	.533	.851		Valid and reliable
Organizational culture	.604	.884		Valid and reliable
Quality of HR	.546	.858		Valid and reliable
Job satisfaction	.562	.865	.215	Valid, reliable, and not fit
Performance	.546	.857	.722	Valid, reliable, and fit

Source: Own calculation.

As additional information, examination of the model with PLS is started by considering the R-square value (R2) for each dependent latent. Table 7 also summarizes the estimates on R2 based on the SmartPLS output. Referring to the tests that have been done, that the R2 value on the job satisfaction variable is 0.215. This result means that job satisfaction can be explained by leadership, organizational culture, and quality of HR by 21.5%. Then, on the performance variable, the achievement of R2 is 0.722, which represents that performance can be explained by leadership, organizational culture, quality of HR, and work decisions reaching 72.2%.

As explained in the previous chapter, the position significance measures for the hypotheses were compared through t-tables and t-statistics. If the t-statistic value is higher than the t-table value, it means that the hypothesis is supported. For the 95% confidence level (5% alpha), the t-table value for the one-tailed hypothesis must be higher than 1.96. Thus, if the t-statistic value is > 1.96, the study hypothesis has been proven. In the SmartPLS program, the disclosure of each path is carried out by Table 8 with a direct effect (bootstrapping).

Table 8-Estimates of Hypotheses

Relationships	OSE	SM	SD	T-statistics	P-values	Remarks
X1 => Y1	.094	.094	.099	.955	.340*	Positive and not sig.
X1 => Y2	.161	.171	.066	2.451	.015*	Positive and sig.
X2 => Y1	.168	.183	.103	1.633	.103*	Positive and not sig.
X2 => Y2	.207	.202	.074	2.775	.006*	Positive and sig.
X3 => Y1	.304	.308	.108	2.814	.005*	Positive and sig.
X3 => Y2	.339	.341	.064	5.302	.000*	Positive and sig.
Y1 => Y2	.421	.417	.076	5.525	.000*	Positive and sig.

Source: Own calculation, where *p < 0.05.

Notes: Original Sample Estimate (OSE), Sample Mean (SM), Standart Deviation (SD).

The direct effect results, it is evident that the submission of the first hypothesis and the second hypothesis has been rejected because $p > 0.05$, while the third hypothesis is actually accepted ($p < 0.05$). In the second test, the design of the fourth hypothesis, the fifth hypothesis, the sixth hypothesis, and the seventh hypothesis were all acceptable because $p < 0.05$.

In a leadership organization for a leader in moving and directing employees to achieve planned goals is important. The role of the leader in all situations in the organization is a strategic factor because it affects the organizational strategy in the short and long term. Leaders must be able to manage the mindset of their employees at work to comply with applicable rules.

A leader is someone who influences, directs, and motivates employees to carry out specific tasks and inspires employees to perform efficiently against the set organizational goals (Izidor et al., 2015). The role of a leader in an organization can affect the morale of organizational members, the quality of work of organizational members, and the level of achievement of organizational members (Pratama, 2016).

Northouse (2018) explains that employee satisfaction is related to the extent to which a leader demonstrates his ethics and integrity as a leader depending on how he inspires and motivates and is able to work with his employees. Employees who feel that their leadership can accommodate the aspirations of employees and pay attention to and monitor their work properly can cause employees to feel happy about this leadership. Employees with job satisfaction are expected to be able to exert all their abilities to complete their work so as to produce an optimal performance for the organization

The results of the study by Rivaldo & Langgeng (2020) show that leadership has a positive and insignificant effect on employee job satisfaction. Through leadership, a leader needs to ensure that the leader has chosen the right leadership style so that employees can be maximized in their work performance and will be satisfied at work (Darma et al., 2020).

When viewed from the answers of BPKAD employee respondents in East Kalimantan Province, it shows that the leadership and job satisfaction of employees are good, but there are other things that affect their job satisfaction that make the relationship between leadership and employee job satisfaction insignificant. This was due to the replacement of the Head of BPKAD for East Kalimantan Province who only served for about two years until finally he was rotated. This makes employees feel difficult because they have to adjust to a new leadership style and some of the main tasks and functions of working alternately. When leaders and employees begin to find a rhythm in working together and building closeness, it turns out that managers have to change tasks. Employees need to get to know the new leader again. Likewise, the new head of the office must build emotional attachments again. Leaders must be able to provide advice that can become employee self-development.

Organizational culture is a value that helps organizational members understand what actions are acceptable or not acceptable in the organization. To achieve an organizational culture that functions optimally, organizational culture must be created, strengthened, maintained, and introduced to employees through the socialization process. This will have an impact on the work and behavior of employees. That having a leader who encourages employees to actively create new ideas for organizational development has shaped their employees' interest in work. The active attitude of employees and their interest in work also supports the fulfillment of the organization's vision and mission and supports work programs within the organization. The motivation of a leader to do tasks faster has formed the willingness of employees to complete their tasks, and with the encouragement of a leader and employee, commitment will create timely work completion and ultimately have an impact on increasing the quantity and quality of work (Osibanjo et al., 2014). This effective socialization will ultimately increase employee satisfaction.

However, the influence of organizational culture on job satisfaction in the BPKAD of East Kalimantan Province has a positive and insignificant effect. When viewed from the answers of respondents (employees) BPKAD East Kalimantan Province, it shows that organizational culture and employee satisfaction are quite good, but there are other things that affect employee satisfaction at BPKAD East Kalimantan Province which make the relationship between organizational culture and employee job satisfaction insignificant.

This is that there has been a change in the Head of the Agency and several heads of fields in BPKAD of East Kalimantan Province approximately every two years as well as changing several SOPs in terms of services to SKPD and third parties. This makes employees find it difficult to follow the transition and increase job satisfaction with their performance results because they face changing organizational cultures. This finding is consistent with the study of Janicijevic et al. (2018) who concluded that organizational culture does not have a significant effect on job satisfaction.

The third finding is also in line with what was found by Ananda et al. (2019) that the quality of human resources has a significant effect on job satisfaction. Organizations are social structures that come together to realize certain targets. Because the most important role in this embodiment is given to humans, who are social beings, so the achievement of organizational goals and activities depends on the existence of employees. Having skilled and competent employees is the most important asset for the organization. This is because human resources influence and shape the other resources of the organization and are at the same time influenced by these resources. Being able to form, control and coordinate the factors of production is a qualification and is only possible through human resources. Thanks to human resources, organizations are able to achieve the goals they set to achieve (Huselid, 1995; Koc et al., 2014). As such, the organization's human resources are their most important asset and need to be invested in. It is stated that organizations that attach importance to employees' ideas in the organization for innovative success in the market are significantly more successful than others. If all employees in an organization are skilled, equipped, and open to innovation, sustainability of innovative thinking and sustainable innovation is possible (Laursen & Foss, 2003).

Organizations that wish to increase the level of innovation must increase employee morale and motivation and must also create a supportive environment for them to share information (Kang et al., 2007). Developing a positive attitude towards an employee's job is expressed as satisfaction. Employees want their work expectations in the work environment as a reward for their work performance so that the more their expectations are met, the higher job satisfaction is.

When viewed from the answers of respondents (employees) at BPKAD East Kalimantan Province, it shows that the quality of human resources and employee job satisfaction is quite good. This is because employees can increase employee pride in working at BPKAD of East Kalimantan Province, by conducting briefings, sharing sessions at the end of every month, and employees are given the opportunity to convey ideas or ideas and apply their concepts so that they can be implemented to all.

There is a significant positive influence between leadership on employee performance because and this is in line with the hypothesis that leadership has a significant effect on performance (Obiwuru et al., 2011; Mohamed et al., 2012).

The organization will run well when the leader's role in an organization is carried out properly and is full of responsibility, but on the other hand, if the leadership role is not carried out in accordance with the existing rules of the game, various problems will arise that can hinder or affect people's performance the people he leads (Nur et al., 2019).

Leadership is an important subject in organizational behavior. Lee & Chuang (2009) explain that superior leaders not only inspire potential employees to increase efficiency but also guide their employees to achieve organizational goals. In other words, management's ability to carry out joint efforts depends on leadership abilities. Effective leadership behavior can encourage increased performance when the organization faces new challenges.

The leadership role is a leader who is oriented towards increasing the ability to focus on developing employee skills to improve the quality of employee performance. The leadership style in BPKAD of East Kalimantan Province has a significant effect on employee performance because the style model or the nature of a leader in leading employees is very suitable. With the synchronization of leaders and subordinates, employee performance can increase at work.

Organizational culture has a positive and significant influence on employee performance and this is in accordance with the observations of Paramita et al. (2020) and Syauta et al. (2012). To create effective and efficient employee performance for the progress of the organization, it is necessary to have an organizational culture as a working guideline that can be a reference for employees to carry out organizational activities (Munandar et al., 2020). Organizational culture is an important thing for employees to have in responding to a challenge or change that occurs in a company/agency so that employees continue to have good performance in carrying out assigned tasks but still maintain the behavior in accordance with the standards or norms applies. When a problem occurs in the work environment, organizational culture can be used as an option to deal with that problem. If the organizational culture is not implemented, it is feared that the performance of an employee will decrease as well as the attitude and behavior of employees, it is feared that it will change and the company will also be affected and the company's achievement in achieving its goals will be hampered because of this.

In a company, the organizational culture is used as a tool for social control which can be used to move the members in it, in today's modern era organizational culture is the most important part of the company, therefore organizational culture needs to be passed down so that it doesn't disappear. and faded away.

The relationship between employees at BPKAD of East Kalimantan Province as colleagues always provides assistance and direction when other coworkers experience difficulties, so that their duties have gone well and this automatically affects the results of work done individually or in groups and completed by employees, where work achievement they can achieve organizational targets.

Quality of HR has a significant effect on performance and this is similar to the investigation by Nabi et al. (2016) and Alkhateeb et al. (2020) stated that the quality of HR has an effect on performance. Wirawan (2015) and Ananda et al. (2019) argue that the quality of HR is a combination of physical abilities (health) and non-physical abilities (ability to work, think, mentally, and other skills) possessed by an individual so that they are able to work, be creative, and have the potential in the organization. Quality of HR can be seen from the level of knowledge in carrying out work, attitudes in carrying out work, and skills in job implementation.

Quality of HR can be said to be of quality when they have the ability to carry out the given authority and responsibility. This ability can only be achieved when they have sufficient education, training, and experience to carry out the assigned tasks and responsibilities. The impact of qualified human resources in accordance with the needs of the job will increase the effectiveness of employees' work.

The phenomenon that occurs is the quality of HR and the performance that employees have different traits and personalities and experiences. One of the factors that can increase employee productivity or performance is formal education. Education provides knowledge not only directly with the implementation of tasks, but also a foundation for self-development and the ability to use all the tools around us for the smooth running of tasks. In addition, the more tenure an employee has, the more experience the employee has in providing services that are in accordance with the standards or fixed procedures that apply in BPKAD of East Kalimantan Province.

The final observation highlights that job satisfaction has a positive and significant impact on employee performance so that this finding is similar to the previous hypothesis proposed.

Job satisfaction is formed by indicators, namely the attitudes of superiors, coworker relationships, compensation systems, career systems, and work environment. The higher the employee's job satisfaction, the more employees will show their best performance. If the company always implements the career system and its compensation properly, there is a good relationship between co-workers, the attitude of the boss is always motivating, and a conducive physical work environment will result in employees feeling safe and comfortable working. The impact is that employees will work their best. This shows that the employee's performance is high (Indrawati, 2013).

Rismanto et al. (2017) and Natsir et al. (2018) have evaluated if job satisfaction has a significant effect on employee performance. Increasing other variables such as leadership, organizational culture, and quality of HR will increase the satisfaction felt by employees so that it will increase their performance for the organization. An organization that has good empowerment, if the empowerment applied to the organization is to optimally utilize all its potential as organizational assets.

When empowerment is measured by trust, credibility, accountability, and communication, it has a very important role in increasing job satisfaction. With the enactment of this measure, it is able to change behavior and increase employee awareness and willingness to comply with the regulations that apply to BPKAD of East Kalimantan Province. Job satisfaction is a positive attitude felt by employees towards the work done, with employees feeling satisfied because they have been empowered, which will increase their performance.

Therefore, in order to have a good performance, a person must have a high desire to do and know his job and can be improved if there is a match between work and ability. Squires et al. (2015) highlighted that although employees are not satisfied, employees will not quit their jobs but feelings such as dissatisfaction can have an impact on the individual, their peers, the quality of their performance, and the services provided in the sense that the dissatisfied

employee has a tendency to display hostility. to other employees at work. So that there must be empowerment to remove all existing obstacles.

The obstacles found in the performance of employees at BPKAD in East Kalimantan Province in achieving goals include understanding of the main tasks and functions, innovation, work speed, work accuracy, and cooperation. This study also looked at the obstacles that were found due to the lack of good communication, coordination, awareness, and responsibility in carrying out their responsibilities.

As for the efforts made to overcome the barriers to employee performance in achieving organizational goals for the East Kalimantan provincial government, among others, efforts to overcome barriers to understanding the main tasks and functions, innovation, work speed, work accuracy, and cooperation. These efforts are considered to have an important role in the implementation of performance in the implementation of improving human resources to improve employee capabilities, creating a high organizational culture, and a conducive work environment that will also have a good influence on employees and superiors who motivate employees through good leadership resulting in job satisfaction and resulting in a good performance.

6. Conclusion, Suggestion, and Implication

This study investigates the relationship between leadership, organizational culture, and quality of HR on job satisfaction and performance in BPKAD, East Kalimantan Province. Referring to the data collected and interpreted by the SEM-PLS technique and discriminant validity, which describes the most dominant indicators for each of these latent variables. There are important points that we can conclude in the two structures that on job satisfaction, only organizational culture has a significant effect, while leadership and the quality of HR do not. In the second part (on performance), leadership, organizational culture, quality of HR, and job satisfaction have a significant effect.

In realizing job satisfaction and employee performance at BPKAD East Kalimantan Province through the influence of leadership, organizational culture, and the quality of human resources. Ideally, it is necessary to prioritize intense communication and cooperation. This is because communication and understanding of the vision and mission between superiors and subordinates are very important to obtain information. A good organizational culture is also a unity so that organizational goals can be achieved effectively and efficiently and the establishment of intensive relationships between employees, where there is an increase in employee performance interactions in order to achieve organizational goals.

To improve employee performance, BPKAD as a government institution in the field of regional financial management administration and regional asset management has a positive image. This is important to be addressed through the revitalization of HR because qualified and professional HR is the main asset to support employee performance.

There needs to support from officeholders from various sectors through good relationships with superiors and motivational colleagues from fellow colleagues related to employee work interests so that the suitability of the work given can be carried out professionally.

A new or better practical policy strategy on the issue of changing leadership and standard operating procedures. When there is a change of leaders, there are not too many changes in policies or regulations, especially service standards for SKPDs and third parties. These problems greatly affect leadership, organizational culture, quality of HR, job satisfaction, and employee performance.

Finally, a theoretical step that becomes a reference for future studies to further explore factors outside of leadership, organizational culture, and quality of HR in relation to job

satisfaction and performance. This is in a sharp spotlight, considering that the BPKAD of East Kalimantan Province is a public office in order to improve services for local residents.

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