

# Influence of Professionalism, Servant Leadership, and Work Culture on Motivation, Employee Satisfaction And Performance Of Civil Servants (ASN) In The Riau Islands Province Government

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**Abstract:** This study aims to find out about Influence of Professionalism, Servant Leadership, and Work Culture on Motivation, Employee Satisfaction and Performance of Civil Servants (ASN) in The Riau Islands Province Government. The population in this study was 778 employees of the State Civil Apparatus in the Riau Islands Province Government. Using the Slovin formula with a tolerance of 5%, the number of samples was 264 respondents. Test the model with Generalized Least Square Estimation, structural equation model analysis. The results showed that: Professionalism has a significant effect on motivation, job satisfaction, and ASN performance. Servant Leadership has a significant effect on motivation, job satisfaction, and ASN performance. Work culture has a significant effect on motivation, job satisfaction, and ASN performance. Work motivation has a significant effect on satisfaction and performance. Satisfaction has no significant effect on the performance of the State Civil Apparatus in the Riau Islands Province Government. The practical implication is that the local government always increases employee professionalism by implementing the recruitment process properly, avoiding fraud, and providing opportunities for further study, attending seminars aimed at increasing employee professionalism.

**Keywords:** Professionalism, servant leadership, work culture, motivation, employee satisfaction, performance

Date of Submission: 02-06-2020

Date of Acceptance: 17-06-2020

## I. Introduction

Employee performance is the results and outputs produced by an employee in accordance with their role in the organization within a certain period. A good employee performance is one of the most important factors in the efforts of agencies to increase productivity. Performance is an indicator in determining how businesses achieve high levels of productivity in an organization or agency, as well as in the Riau Islands Provincial Government organization.

The results of the initial study that has been carried out shows that the performance of the employees of the Riau Islands Provincial Government's organization has not been as expected or not optimal. This can be seen from the still not optimal results of ASN work (there are still many programs that are late to be worked out by 29%), as well as when viewed from employee attendance data, which until now there are still many (42%) employees who are late entering the office. Not yet optimal employee performance should be a concern for the Government of the Riau Islands Province, because the employee's performance can be used as a basis to provide rewards or opportunities for promotion for employees in accordance with the resulting performance. The less than optimal employee performance is allegedly caused by not good employee professionalism, lack of job satisfaction, lack of leadership in accordance with the conditions of the Riau Islands Province, poor work motivation, and poor work culture.

## II. Literature Review And Hypotheses

Management is the science and art of regulating the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal. Management itself consists of six elements (6M), namely: humans (men), money, methods / systems, materials, machinery, and markets. According to Nawawi (2016), human resources are people who work and function as assets of an organization / company that can be counted in the number of potential drivers of the organization. Human resources are defined as someone who is ready to be willing and able to contribute to efforts to achieve organizational goals (the people who are ready, willing, able to contribute to organizational goals). Human resources are one of the resources that has an important role contained in the organization, including all those who carry out activities..

This human element developed into a field of management science called human resource management or abbreviated as HRM which is a translation of manpower management. Management that regulates this human

element is what is called personnel management or personnel management (Cahyono and Suharto, 2005). HR management is defined as the science and art of regulating the relationships and roles of the workforce so that it is effective and efficient in helping the realization of company, employee and community goals. Implementation of resource management in an organization can benefit two parties, namely the HR itself and the organization through the process of management and analysis of the organization's environment. Implications that can be felt by HR or employees from the management process include; job satisfaction, can reduce the level of absenteeism (skipping) work, selection of employee work reliability, improved performance, and employee strength in achieving work results.

## **2.1 Professionalism**

Professionalism is a key requirement for people working in the public sector. The picture of someone who is professional in the profession is reflected in five dimensions of professionalism, namely, devotion to the profession is reflected from the dedication using the knowledge and skills possessed and the determination to continue to carry out the work despite the lack of extrinsic rewards (Stanton 2009). Relationships with fellow professionals are to use professional ties as a reference, including formal organizations and informal collegial groups as the main idea in carrying out the work.

Wakhid (2010), proves that there is a relationship between professionalism and teacher performance; there is a relationship of work motivation with teacher performance; there is a relationship between the work environment and teacher performance; and there is a significant relationship between professionalism, work motivation, work environment and teacher performance. Putri and Juliarsa (2014), show that professionalism, education level, professional ethics, experience, and job satisfaction of auditors simultaneously influence audit quality. Herawaty and Susanto (2009), show that the level of professionalism has a significant relationship with the level of materiality and client satisfaction. Matheus (2018); Rahayuningsih (2012), proves that professionalism has a positive effect on job satisfaction; professionalism has a positive effect on work performance.

## **2.2 Servant Leadership**

The word servant and leader are often considered to be the opposite, when combined together the concept of servant leadership is born. Servant leadership provides a framework that encourages many individuals to be able to provide assistance in improving how to treat others who work in various organizations. The core duty of a leader is to serve. The best leaders are the best stewards, leadership is the latest approach. (Sedarmayanti 2013). The new leadership model is a leadership model that tries simultaneously to improve employee personal growth and improve the quality of organizational services through a combination of teamwork and community development, personal involvement in the decision making process, and caring and ethical behavior. The new approach that emerged in the concept of leadership was later called servant leadership.

Friend (2014), Goh et al. (2014), showed that organizational culture, servant leadership and job satisfaction had a positive effect on organizational commitment and performance. Job satisfaction affects organizational commitment and performance. Anikmah (2008), shows that: Leadership serves a positive effect on employee performance. Work motivation has a positive effect on employee performance. Mehrmanesh and Tirabadi (2013); Sihombing et al., (2018), shows that: professionalism has a positive effect on organizational commitment; professionalism has a positive effect on job satisfaction; Professionalism positively influences work performance. Professionalism positively influences quitting pretending

## **2.3 Work Culture**

Work culture is a group of basic thoughts or mental programs that can be utilized to improve work efficiency and human cooperation owned by a group of people. Work culture can be divided into: Attitudes towards work, namely, the enjoyment of work compared to other activities such as relaxing, or simply obtaining satisfaction from the bustle of his own work, or feeling compelled to do something just for survival. Behavior at times such as diligent, dedicated, responsible, cautious, thorough, careful, a strong willingness to learn their duties and obligations, like to help fellow employees, or vice versa.

Taliziduhu (2005); Sugiarti et al. (2015), mentioning the factors that influence work culture, namely: basic assumptions about work, basic beliefs about work, attitudes towards work, behavior at work, ways and tools used at work, and work values. Meanwhile According to Arianto (2013), factors that influence work culture are: innovation and taking risks, attention to details, outcome orientation, human orientation, team orientation, aggressiveness, and stability.

**2.4 Work motivation**

Work motivation is the desire to do a work that has a better performance than the work of others. Someone is considered to have the motivation to excel if he has the desire to do a work that has a better performance than the work of others. These three human needs are the need for achievement, the need for affiliation and the need for power. These three needs prove to be very important elements in determining one's achievement at work (Wang et al., 2018). Thus, if a person's needs are very strong, then the impact is that the person will feel motivated to achieve their needs. Therefore, leaders must have a deep understanding of the desires and needs of employees.

Mahesa (2010), The results of the analysis note that the variable work motivation has a positive effect on employee performance, and the length of work variable moderates job satisfaction on employee performance, while the length of work variable fails to moderate work motivation on performance.

**2.5 Job satisfaction**

Job satisfaction is an individual attitude towards work. Someone who has high job satisfaction will have a positive attitude towards work. Vice versa people who are dissatisfied (low job satisfaction) will have a negative attitude towards work (Kartika et al. 2018).

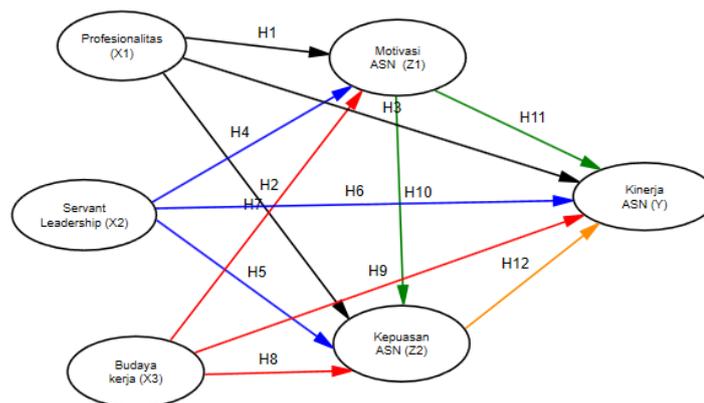
Darma and Supriyanto (2017), showed that compensation affects employee satisfaction and employee performance. Habba et al. (2017); Bintang et al. (2017), that leadership and organizational culture are proven to be good for increasing job satisfaction, but cannot encourage the creation a performance. Job satisfaction has an important role in explaining the effect of work motivation on the performance of civil servants. A high level of employee satisfaction is what determines the creation of employee performance.

**2.6 Employee Performance**

Performance as a result or output of a process. Furthermore, it is formulated that performance is formed by two factors, namely ability and motivation. Motivation is related to the will or desire to do work (Rivai 2015). Robbins (2008) provides an explanation of the determinants of performance in a broader framework. Employee performance is the work achieved by an employee in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. Arianto (2013), proves the influence of work culture in the performance of teaching staff. Smrita et al. (2019); Muhtasom et al. (207), also proves the influence of work culture on motivation and performance.

**2.7 Theoretical Framework**

The relationship between the variables used is seen as Fig.1, and each relationship of the independent variable with the dependent variable represents the hypothesis.



**Figure 1.**Conceptual Framework

The research hypothesis is as follows:

1. Professionalism has a significant effect on the motivation of the State Civil Apparatus (ASN) in the Riau Islands Province Government.
2. Professionalism has a significant effect on job satisfaction of ASN on the Government of the Riau Islands Province
3. Professionalism has a significant effect on the performance of ASN on the Government of the Riau Islands Province
4. Servant leadership has a significant effect on ASN motivation in the Riau Islands Province Government

5. Servant Leadership has a significant effect on ASN job satisfaction with the Riau Islands Provincial Government
6. Servant Leadership has a significant effect on ASN performance in the Riau Islands Province Government
7. Work culture has a significant effect on ASN motivation in the Riau Islands Province Government
8. Work culture has a significant effect on ASN satisfaction with the Riau Islands Province Government
9. Work culture has a significant effect on ASN performance in the Riau Islands Province Government
10. Motivation has a significant effect on ASN satisfaction with the Riau Islands Province Government
11. Motivation has a significant effect on the performance of ASN on the Government of the Riau Islands Province
12. Satisfaction has a significant effect on the performance of the State Civil Apparatus in the Riau Islands Provincial Government

### III. Research Methodes

This research is causal explanatory research, which will prove the causal relationship between variables. The study population was all Civil Servants at the Riau Islands Provincial Government in the Echelon 2, Echelon 3, and Echelon 4 regional apparatus operations, totaling 778 employees according to the location of the study. Referring to the Slovin formula with a tolerance of 5%, the number of samples is 264 respondents. Distribution of 1 respondent sample of the study sample is shown in Table 1.

**Table 1:** Population and distribution of research sample respondents

No.	Tier Eselon	Number of Population	Number of Samples
1	Eselon 2	43	15
2	Eselon 3	189	64
3	Eselon 4	546	185
	<b>Total</b>	<b>778</b>	<b>264</b>

Source: Data processed

### IV. Findings and Discussion

#### 4.1 Characteristics of Respondents

Respondents selected as samples in this study were respondents aged 18-55 years, totaling 264. Respondents were 38.6% female, 102 people, while men consisted of 61.4%, 162 respondents. Description of respondents based on the type of education with a high school diploma 41.7%, as many as 110 respondents, and the group of respondents who berijasah Dip3, 22.3% as many as 59 respondents, who graduated Dip4 / S1, 27.7% namely as many as 73 respondents, who graduated S2 / S3, 8.3% as many as 22 respondents.

#### 4.2 Instrument Testing Results

The results of validity testing show significant for all indicators or items in question, which means that the indicator or question items for each variable included in the questionnaire have met the validity requirements. From the Pearson product moment correlation results, it is known that all items in question on the questionnaire correlate significantly with an error rate of 5% (\*\* <0.05), so it can be said that all items in question are valid and can be further processed. The reliability test results with the Cronbach alpha test ( $\alpha$ ) in this study indicate that all the variables of this study are reliable, because all alpha coefficient values of each variable are greater than standardized research (0.6), so each question item on the measurement instrument can be used. The correlation value of the total items corrected for all items in question is greater than 0.3.

#### 4.3 Confirmatory Factor Analysis

The results of the confirmatory factor analysis of the research, measurement model based on the results of the statistical test, obtained the loading factor value for each indicator that forms a research variable greater than 3, therefore, all indicators of the research variables are indicators that significantly shape each research variable.

**Table 2:**Confirmatory Factor Analysis

Research variables	Relationship	C. R.	Loading Factor ( $\lambda$ )	Probability
Professionalism	Professional → Pro1	2,000	0,635	0,000
	Professional → Pro2	11,311	0,908	0,000
	Professional → Pro3	8,568	0,651	0,000
	Professional → Pro4	6,416	0,443	0,000
	Professional → Pro5	8,850	0,659	0,000
	Professional → Pro6	8,623	0,656	0,000

Servant leadership	Servant → ser1	2,000	0,466	0,000
	Servant → ser2	5,727	0,471	0,000
	Servant → ser3	6,873	0,909	0,000
	Servant → ser4	6,873	0,447	0,000
	Servant → ser5	5,230	0,530	0,000
	Servant → ser6	4,165	0,325	0,000
	Servant → ser7	2,990	0,417	0,000
Work culture	Budaya → bud1	2,000	0,798	0,000
	Budaya → bud2	13,239	0,828	0,000
	Budaya → bud3	13,182	0,831	0,000
	Budaya → bud4	9,029	0,564	0,000
	Budaya → bud5	5,860	0,378	0,000
	Budaya → bud6	2,642	0,476	0,000
	Budaya → bud7	12,001	0,987	0,000
Work motivation	Motivasi → mov1	2,000	0,585	0,000
	Motivasi → mov2	5,737	0,479	0,000
	Motivasi → mov3	4,966	0,819	0,000
Job satisfaction	Kepuasan → kep1	2,000	0,911	0,000
	Kepuasan → kep2	8,037	0,516	0,000
	Kepuasan → kep3	13,084	0,736	0,000
	Kepuasan → kep4	4,842	0,314	0,000
	Kepuasan → kep5	18,276	0,849	0,000
Employee Performance	Kinerja → kin1	2,000	0,672	0,000
	Kinerja → kin2	8,894	0,900	0,000
	Kinerja → kin3	9,529	0,663	0,000
	Kinerja → kin4	6,368	0,447	0,000
	Kinerja → kin5	5,285	0,352	0,000
	Kinerja → kin6	6,219	0,458	0,000

Source: Amos output

#### 4.4 Goodness of Fit Test

The results of data processing using sample 264 showed Chi-square was 376.731 with a probability of 0.061. Meanwhile, from GFI, AGFI, TLI, CFI, RMSEA and CMIN / DF respectively 0.927, 0.912, 0.952, 0.958, 0.061 and 0.784, all within the range of acceptable values. The results are shown in Fig. 2.

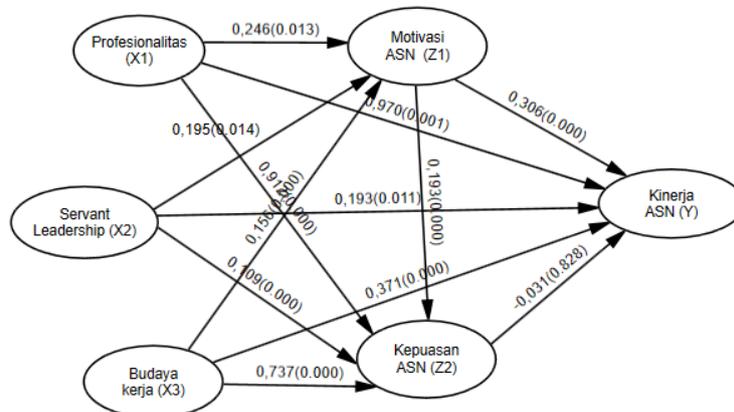


Figure 2: Coefficient of Research Model Path

#### 4.5 Hypothesis test

Hypothesis testing is done based on the estimated value of the research model parameters shown in Table 3.

Table 3: Hypothesis Testing

H	Relationship	Standardized Coefficient	C.R	P	Decision
H1	Profesiona → Motivasi	0,246	2,020	0,013	accepted
H2	Profesiona → Kepuasan	0,912	12,858	0,000	accepted
H3	Profesiona → Kinerja	0,970	12,152	0,001	accepted
H4	Servant → Motivasi	0,195	2,244	0,014	rejected
H5	Servant → Kepuasan	0,109	8,450	0,000	accepted

H6	Servant → Kinerja	0,193	2,639	0,011	accepted
H7	Budaya → Motivasi	0,156	7,898	0,000	accepted
H8	Budaya → Kepuasan	0,737	8,562	0,000	accepted
H9	Budaya → Kinerja	0,371	4,495	0,000	accepted
H10	Motivasi → Kepuasan	0,193	3,148	0,000	accepted
H11	Motivasi → Kinerja	0,306	2,440	0,000	accepted
H12	Kepuasan → Kinerja	-0,031	-0,217	0,828	rejected

Source: Amos Output

This study has found that the performance of the State Civil Apparatus (ASN) in the Riau Islands Provincial Government can be explained significantly by the variables of professionalism, servant leadership, work culture, motivation and ASN job satisfaction.

This finding can be an alternative model or a way of managing professionalism, servant leadership, work culture, motivation and job satisfaction with the aim of increasing the performance of the State Civil Apparatus (ASN) in the Riau Islands Province Government. In this context the influence of explanatory variables can be studied further to get a more comprehensive discussion.

## V. Conclusions and recommendations

From the results of testing the models in this study, able to explain the relationship between professionalism, servant leadership, work culture, motivation, and performance of the state civil servants in the Riau Islands Province Government, has concluded that the research model is the right model to describe professionalism, servant leadership, work culture, motivation, and performance of the state civil apparatus in the Riau Islands Province Government. The results of this study are very important because there are stages of the influence of each factor and construct that runs in a tiered (recursive) way, namely the variables of professionalism, servant leadership, and work culture positively influence the motivation and job satisfaction variables. While motivation and job satisfaction variables affect ASN performance variables. The results of this study are a significant contribution, especially in HR management theory, and work culture.

Based on the results of the analysis and hypothesis testing of previous studies, the conclusions from this study can be drawn as follows: Professionalism has a significant effect on the motivation of the State Civil Apparatus (ASN) on the Government of the Riau Islands Province. This shows that with high professionalism, ASN will encourage increased motivation. So it can be concluded that professionalism which consists of a systematic approach, ethical business practices, the development of professionalism, ethics, enforcement through the application of sanctions by professional associations, government policy in the system, and example, if carried out properly and always improved, the motivation of ASN will increase. The results of the study are in accordance with the findings of Wakhid (2010); Rahayuningsih (2012). Professionalism has a significant effect on ASN job satisfaction in the Riau Islands Province Government, this shows that the existing ASN professionalism is able to increase ASN job satisfaction of the Riau Islands Provincial Government. The results are in accordance with the findings of NanikSulistyawati, Fasochah and Darsono (2016); Rahayuningsih (2012). Professionalism has a significant effect on ASN's performance in the Riau Islands Province Government. This shows that the current professionalism of ASN is able to improve the performance of ASN in the Riau Islands Province Government. The results of the study are in accordance with the findings of Matheus (2018); Wakhid (2010). Servant leadership has a significant effect on ASN motivation in the Riau Islands Province Government. This shows that with high servant leadership, ASN will increase motivation. So it can be concluded that servant leadership which consists of love, humility, altruism, having a vision, trust, empowering others, and serving, if implemented properly and always improved, the motivation of ASN will increase. The results are in accordance with the findings of Rahbi et al. (2017); Kaminska (2016). Servant Leadership has a significant effect on ASN job satisfaction in the Riau Islands Province Government. This shows that the existing ASN Leadership servant is able to drive ASN job satisfaction. The results of the study are in accordance with the findings of Kaminska (2016). Servant Leadership has a significant effect on the performance of ASN of the Government of the Riau Islands Province. This shows that the existing ASN Leadership servant is able to drive ASN's performance up. The results of the study are in accordance with the findings of Kaminska (2016). Work culture has a significant effect on ASN motivation in the Riau Islands Province Government. This shows that with a high work culture, ASN will encourage increased motivation. So it can be concluded that a work culture consisting of innovation and taking risks, attention to detail, results orientation, human orientation, team orientation, aggressiveness, and stability, if implemented well and always improved, the motivation of ASN will increase. The results are in accordance with the findings of Giantari and Riana (2017); Smrita et al. (2019). Work culture has a significant effect on ASN job satisfaction in the Riau Islands Province Government. This shows that with a high work culture, ASN will encourage increased job satisfaction. The results are in accordance with the findings of Rizqina et al. (2017); Purba (2016). Work culture has a significant effect on the

performance of ASN on the Government of the Riau Islands Province. This shows that with a high work culture, ASN will boost performance. The results of the study are in accordance with the findings of Sugiarti (2015). Work motivation has a significant effect on job satisfaction of ASN of the Government of the Riau Islands Province. This shows that with high work motivation, ASN will increase job satisfaction. So it can be concluded that work motivation which consists of the need for achievement (need for achievement), the need for affiliation (need for affiliation), the need for power (need for power), if implemented properly and always be improved the ASN job satisfaction will increase. The results of the study are in accordance with the findings of Putri, and Wibawa (2016) (2016). Work motivation has a significant effect on the performance of ASN of the Government of the Riau Islands Province. This shows that with high work motivation, it will drive ASN performance upwards. The results are in accordance with the findings of Sugiarti (2015). Satisfaction has no significant effect on the performance of the State Civil Apparatus in the Riau Islands Province Government. This shows that with job satisfaction owned by ASN at the Riau Islands Provincial Government there is, currently, has not been able to encourage the increase in ASN performance. So it can be concluded that job satisfaction which consists of the nature of work, Supervision, Appropriate rewards, promotion opportunities, and work colleagues, has not been able to improve ASN performance. The results are in accordance with the findings of Habba et al. (2017).

Of the five variables hypothesized to affect the performance of ASN in the Riau Islands Provincial Government in this study, the greatest value is the direct relationship between professionalism and ASN performance. This confirms that the professionalism of employee HR is very dominant, affecting the performance of ASN in the Riau Islands Province Government. Of the three variables hypothesized to affect the motivation of ASN work in the Riau Islands Province Government in this study, the greatest value is the direct link between professionalism and ASN work motivation. This confirms that the professionalism of employee HR is very dominant influencing the motivation of ASN in the Riau Islands Province Government. On the other hand, of the three variables hypothesized to influence the ASN job satisfaction in this study, the greatest value is the direct relationship between professionalism and ASN job satisfaction. This confirms that the professionalism of ASN employees is very dominant, affecting ASN job satisfaction with the Riau Islands Province Government. Therefore, motivation and job satisfaction will rise with high professionalism ASN, which can be done by the Organization creating clearly what the organization expects from employees; Each employee can identify himself as a whole with the organization ethically; identify the overall implementation of tasks, in their area of expertise, and follow professional ethics; implementing organizational rules are used to supervise and control employee behavior at work; keeping each member of the organization limited by a formal hierarchy of authority; and superiors provide assistance and support to subordinates.

Considering the large role of ASN's professionalism in satisfaction with the Government of the Riau Islands Province, it is recommended that the government always improves employee professionalism by carrying out the recruitment process properly, avoiding KKN and providing opportunities for further study, attending seminars aimed at increasing professionalism employee Suggestions for future researchers should be made to increase the scope of the study, taking into account all ASNs in Indonesia, as well as grouping and separating respondents' analysis based on employee echelon classes, in order to obtain a clearer picture of ASN performance in the Riau Islands Provincial Government. Further research is also recommended to further examine the effect of professionalism, servant leadership, and work culture on motivation and job satisfaction and performance by adding other variables and indicators as well as expanding the scope of the research area.

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