

**THE INFLUENCE OF LEADERSHIP, MOTIVATION, ORGANIZATIONAL CULTURE ON JOB SATISFACTION AND PERFORMANCE IN THE SERVICE OF POPULATION AND CIVIL REGISTRATION ROKAN HILIR DISTRICT**

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**ABSTRACT**

This study aims to analyze the influence of Leadership, Motivation and Organizational Culture on Job Satisfaction and Performance in the Department of Population and Civil Registration of Rokan Hilir Regency. This research is a quantitative research by distributing questionnaires to respondents. The population of this study were all employees at the Department of Population and Civil Registration of Rokan Hilir Regency. Selection of the sample using the census method, so that the sample in this study amounted to 50 respondents. Data analysis using the Smart PLS 4 application. The results of this study indicate that leadership has a positive and significant effect on job satisfaction and insignificant effect on performance. Motivation has a positive and insignificant effect on job satisfaction and performance. Organizational Culture has a positive and significant effect on job satisfaction and insignificant effect on performance. Job Satisfaction has a positive and insignificant effect on performance.

**Keywords** : Leadership, Motivation, Organizational Culture, Job Satisfaction, Performance

## INTRODUCTION

Population administration is a series of structuring and controlling activity programs in the issuance of population documents and data through population registration, civil registration, population administration information management and utilization of the results for public services and development of other sectors. As a service provider for population documents and Civil Registration, it is required to further innovate programs that can reach and facilitate the community. Innovation in the local government environment has a role in a service, making every aspect of life that is carried out must prioritize satisfaction with services to the community. One of the innovations is the Population Administration Information System (SIAK).

SIAK is a program run by the Population and Civil Registration Office of Rokan Hilir Regency in running web-based services that aim to organize the administrative system so as to achieve orderly administration and assist government officials in population services. With online data management, the weaknesses of conventional data management can also be reduced and the management of statistical data can be used as material for formulating policies and strategies and programs for development administrators. In an effort to utilize information technology in population document services to citizens with the aim of facilitating, simplifying the system and ensuring transparency.

The phenomenon that occurs in population administration services at the Population and Civil Registration Office of Rokan Hilir Regency is not yet optimal, based on interviews and observations of expectations and reality, including the following: (1) It is not allowed for ASN and Honorary to take care of population documents such as KTP-el, family cards (KK), birth certificates, death certificates, divorce certificates, citizenship transfer certificates personally, in fact ASN and Honorary still take care of many files from the community personally; (2) KTP-el can be printed when the community comes in reality KTP-el cannot be printed for reasons of network and data has not been entered; (3) Free services in reality there are still extortion; (4) The time for completion of population documents is completed according to the SOP in reality population documents are not completed on time; (5) There are innovations in population services in reality there are still few service innovations.

Based on the Law of the Republic of Indonesia Number 5 of 2014 concerning State Civil Apparatus (ASN) is one of the regulations that is the starting point for changing the face of bureaucracy in Indonesia. In the Law, several basic values of the State Civil Apparatus (ASN) have been determined, which are contained in CHAPTER II Article 4, namely being accountable for actions and performance to the public, providing services to the public honestly, responsively, quickly, precisely, accurately, efficiently, successfully and politely, prioritizing the achievement of results and encouraging employee performance.

Employee performance and the achievement of the goals of an organization are greatly influenced by the success of employees in carrying out their duties. Likewise in local government, performance is determined by the results achieved by local government employees. Like other government agencies in Indonesia, in assessing its performance, the Population and Civil Registration Office of Rokan Hilir Regency refers to statutory regulations, namely Government Regulation of the Republic of Indonesia Number 30 of 2019 concerning Work Performance Assessment of Civil Servants which is used as a tool to measure the performance of civil servants. The performance and professionalism of the apparatus in implementing web-based population document service delivery is very important in achieving the main objectives of the Rokan Hilir Regency Population and Civil Registration Office. The performance of civil servants shows that from 2018-2022 the performance of civil servants at the Population and Civil Registration Office of Rokan Hilir Regency has never reached the expected number of 100, but the average performance of civil servants from 2018-2022 has fluctuated upwards. In 2018 the average performance of civil servants reached 82.20, in 2019 there was an increase in civil servant performance, namely with an average number of 83.45, and in 2020 there was a decrease with an average number of 83.05. This shows that the results of the performance of civil servants from year to year have increased performance at the Population and Civil Registration Office of Rokan Hilir Regency.

Job Satisfaction in organizational behavior as the most important and frequently studied attitude so that in the world of government dissatisfaction can cause lethargy and reduce organizational commitment. Job Satisfaction can make employees more interested in work, and feel honored to be part of the organization so that they can achieve organizational goals. Job Satisfaction shows the mental, physical and environmental satisfaction of employees, while the level of Job Satisfaction can be known by asking employees about feelings of satisfaction and dissatisfaction at work. Based on the results of the pre-survey, the level of job satisfaction related to wages or salaries, supervision of leaders in the process of carrying out work and cooperation among coworkers so far can be seen that the number of respondents who gave moderately agree answers was more than agree and strongly agree.

Referring to the formulation of the problem above, the objectives to be achieved in this study include: (1) To determine and analyze the effect of Leadership, Motivation and Organizational Culture on Civil Servant Job Satisfaction, (2) To determine and analyze the effect of Leadership, Motivation and Organizational Culture

on Civil Servant Work Performance, (3) To determine and analyze the effect of Job Satisfaction on Civil Servant Work Performance.

## LITERATURE REVIEW

### The Effect of Leadership on Job Satisfaction

*Leadership* is the ability of a leader to persuade influence and direct others who are led so that others work as desired by the leader. The leadership factor has a very important role in an organization because the leader is the person most responsible for the successful achievement of an organization's mission in achieving that mission the leader must be able to invite or urge all subordinates or people who are led to devote all their abilities and expertise to achieve the expected results.

Leadership is one of the important factors that can affect Job Satisfaction. The behavior of a leader can affect the satisfaction and performance of subordinates (Yukl, 2005: 7; Pierce and Newstrom, 2006). Leadership has a very strong influence on Job Satisfaction, this is supported by research (Astuti & Iverizkinawati, 2018) that several factors influence Job satisfaction, namely fair and appropriate compensation, developing the right abilities, equipment that supports the implementation of work, the attitude of the leader in his leadership, the nature of the work is monotonous or not, the study states that leadership has a positive and significant influence on job satisfaction.

H1: Leadership has a positive effect on Job Satisfaction.

### Effect of Motivation on Job Satisfaction

Motivation is the provision of motion that creates a person's work enthusiasm so that they want to work together, work effectively, and integrate with all efforts to achieve satisfaction. With high motivation, it can increase job satisfaction. If someone desires something, then he will have an expectation so that he will be motivated to take action towards achieving these expectations. And if his expectations are met then he will feel satisfied. This is in line with Herzberg (in Robbins, 2008) that Motivation is one factor causing Job Satisfaction. Therefore, organizations have an important task to continue to motivate employees by paying good attention to the interests of employees in order to maintain organizational stability so that employee Job Satisfaction is better and make employee dissatisfaction with their work can be minimized. Job Satisfaction is influenced by various factors such as salary, promotion, supervision, additional benefits, awards, procedures, work rules, coworkers, type of work, and communication. If these factors are met, employees will feel satisfied, comfortable, happy to work where they work.

Every employee has different motivations for himself at work, some want an award given by a company where he works and a sense of satisfaction in doing a job that can only be felt by himself. Motivation factors are also no less important in improving employee performance. Motivation can be a driving force for someone to carry out activities to get the best results.

H2: Motivation has a positive effect on Job Satisfaction

### Effect of Organizational Culture on Job Satisfaction

Organizational Culture is a system of spreading beliefs and values that develop in an organization and direct the behavior of its members. Organizational Culture can be a major competitive advantage instrument, namely when Organizational Culture supports the organization's strategy. Robbins (2002) defines Organizational Culture as a system of shared meanings adopted by members that distinguishes the organization from other organizations. Schein (1985) defines organizational culture as a pattern of basic assumptions discovered or developed by a group of people as they learn to solve problems, adapt to the external environment, and integrate with the internal environment.

Based on research by Jasman Steven Set Xaverius Tumbelaka, Taher Alhabsji, Umar Nimran, (2016), concluded that Organizational Culture has a significant positive effect on Job Satisfaction, then Organizational Culture and Job Satisfaction have a significant positive effect on organizational commitment. Organizational Culture and Job Satisfaction have an insignificant negative effect on *Intention to leave*. Organizational commitment has a negative significant effect on *Intention to leave*. there is also an indirect effect between Organizational Culture on *intention to leave* through organizational commitment and an indirect effect between Organizational Culture on organizational commitment through Job Satisfaction.

H3: Organizational Culture has a positive effect on Job Satisfaction.

### Effect of Leadership on Performance

In human life, every person who leads has his own style in directing his subordinates. This leadership is related to the way he influences subordinates and conveys and implements his ideas to them. Most leaders give or delegate trust and authority to subordinates. By applying the right leadership, a leader can have a great influence on his subordinates to work optimally.

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This is supported by research conducted by Noldison Lotje, Sontje M. Sumayku, and Sofia A. P. Sambul (2017). Based on the analysis of the research results, it can be concluded as follows: (1). Leadership has a positive effect on performance. If leadership is further improved, performance will also increase, and vice versa if the leadership given to employees is low, performance will decrease. (2). Leadership has a positive effect on performance. If the leadership given to subordinates is good, then performance will be created so that employees will be more enthusiastic about working. Vice versa, if leadership is low, job satisfaction will not be created in employees. (3). Leadership has a positive effect on performance.

H4: Leadership has a positive effect on performance.

#### Effect of Motivation on Performance

Motivation can be seen as a change in energy in a person characterized by the appearance of *feelings*, and preceded by a response to a goal. Motivation is the basic drive that moves a person or the desire to devote all energy because of a goal. as stated by Mangkunegara (2009: 61) Motivation is a condition or energy that moves employees who are directed or aimed at achieving organizational goals. a positive mental attitude towards the work situation is what strengthens his work motivation to achieve maximum performance.

Based on the expert opinion above, three elements are key to motivation, namely effort, organizational goals, and needs. So motivation in this case is actually a response to an action. Motivation arises from within humans because it is driven by the element of a goal. This goal involves a matter of need, it can be said that there will be no motivation if there is no perceived need.

H5: Motivation has a positive effect on performance.

#### Effect of Organizational Culture on Performance

Wibowo (2013: 363), states that studies have shown that an organization that changes its Organizational Culture is able to improve its performance very significantly compared to organizations that do not make organizational changes.

Based on the expert opinion above, it can be concluded that there is a positive relationship between Organizational Culture and employee performance. It is concluded from what was explained earlier that there is a relationship between a strong Organizational Culture and superior Performance. So Organizational Culture is one of the factors that cannot be ignored by organizations in improving employee performance.

H6: Organizational Culture has a positive effect on Performance

#### Effect of Job Satisfaction on Performance

Job Satisfaction is a positive attitude of the workforce including feelings and behavior towards their work through an assessment of one of the jobs as a sense of appreciation in achieving one of the important values of the job. Job Satisfaction is one of the most important things in the world of work. Job satisfaction is also very influential in measuring the performance of employees or employees. Job Satisfaction can be measured from the level of the job, salary, to promotion.

Based on research conducted by Natalia C. P. Paparang William A. Areros Ventje Tatimu (2021) it can be concluded that the direction of the Job Satisfaction variable on Employee Performance is positive, and Job Satisfaction affects Employee Performance. So it can be proven that Job Satisfaction also affects employee performance. Based on the research results that have been stated in the previous section, it can be concluded that Job Satisfaction has a strong enough influence on Employee Performance. Thus, the hypothesis stating the effect of job satisfaction on employee performance at PT Pos Indonesia Manado Branch can be empirically tested, by paying attention to job satisfaction in order to improve the performance of employees and be able to maintain it.

H7: Job Satisfaction has a positive effect on Performance

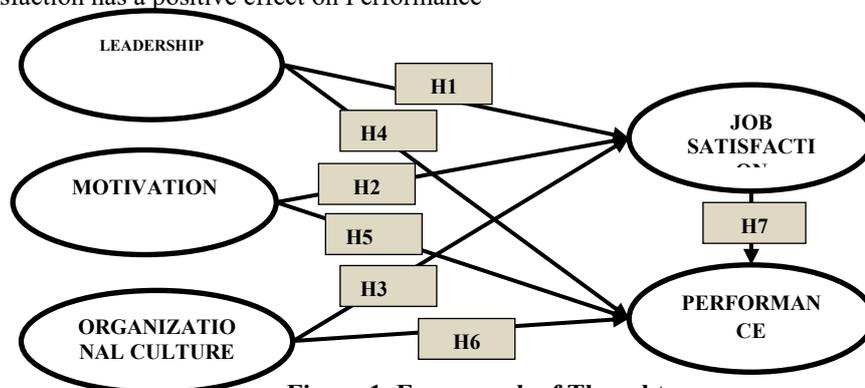


Figure 1. Framework of Thought

## RESEARCH METHODS

### Population and Sample

The population in this study were Civil Servants with a total of about 50 people from each field at the Population and Civil Registration Office of Rokan Hilir Regency, the sample used was taken from the entire population with a total of about 50 employees from the Population and Civil Registration Office of Rokan Hilir Regency and the sampling technique used the census technique.

### Data Analysis Technique

#### Descriptive Analysis

Descriptive analysis in this study contains a discussion of the characteristics of respondents associated with respondents' responses. (1) Analysis of Respondent Characteristics, analysis of respondent characteristics consisting of respondent age, respondent gender, length of work and education. (2) Analysis of Respondents' Responses, the analysis of respondents' responses contains a discussion of respondents' responses which are associated with the characteristics of the respondents.

#### PLS Model Test

The PLS model test carried out in this study, namely: (1) Validity test, Validity test is a test conducted to measure the accuracy of a research instrument or questionnaire. The questionnaire is said to be valid if the statement or statement from the questionnaire can reveal something that will be measured by the questionnaire. The accuracy value of the questionnaire can be measured using the correlation coefficient. Questionnaires are said to be good and valid, if the correlation coefficient is  $> 0.3$  (Ghozali 2011). (2) Reliability test, reliability test is a questionnaire test carried out with the aim of measuring the consistency of respondents' answers. The reliability test was carried out with the *Cronbach alpha* statistical test. The questionnaire is said to be *reliable* if the *Cronbach alpha* value is  $\geq 0.70$  (Ghozali 2011). (3) Multicollinearity Test (VIF), multicollinearity test is done by looking at the VIF value. The VIF value must be less than 5, because if more than 5 indicates multicollinearity between constructs (Ghozali and Latan 2011). (Ghozali and Latan 2015). (4) *R Square* test, the coefficient of determination (*R Square*) is a way to assess how much endogenous constructs can be explained by exogenous constructs. The coefficient of determination (*R Square*) is expected to be between 0 and 1. *R Square* values of 0.75, 0.50, and 0.25 indicate that the model is strong, moderate, and weak.

#### Structural Equation and Hypothesis Analysis

To assist the processing of structural equations, Smart PLS is used. The stages of structural equation analysis are as follows: (1) Model development based on theory, the model that has been designed must be based on causal relationships and these relationships must be supported on existing theory. This stage has been discussed in the framework and hypothesis. (2) Developing path diagrams and structural equations. (3) Model Evaluation in PLS-SEM, model evaluation in PLS consists of two stages, namely evaluating the *outer model* or measurement model and evaluating the *inner model* or structural model (*structural measurement*). (4) Hypothesis Testing, After the data meets the measurement requirements, it will be continued by performing the *bootstrapping* method in SmartPLS.

The *bootstrapping* method is a procedure of repeatedly taking N new samples from the original data of size n. For the partial test, the P-value is used. The P-value is a value that indicates the chance of incorrectly rejecting  $H_0$  from the research data. P-values are a significance value obtained in hypothesis testing that represents the chance of an event or hypothesis occurring. P-values are used as an alternative to determining whether the null hypothesis is accepted or rejected. The smaller the p-value, this indicates that the chance of rejecting the null hypothesis is greater. Hypothesis testing criteria: (a) P-values  $< \alpha = 0.05$  then the hypothesis is accepted. This means that partially the independent variable has a significant effect on the dependent variable, (b) P-values  $> \alpha = 0.05$  then the hypothesis is rejected. This means that partially the independent variable does not have a significant influence on the dependent variable.

## RESEARCH RESULTS AND DISCUSSION

### Respondent Characteristics

**Table 1. Respondent Characteristics**

No.	Gender of Respondents	Frequency	Percentage
1	Male	29	58%
2	Female	21	42%
<b>Total</b>		<b>50 People</b>	<b>100%</b>
No.	Respondent Employee Class	Frequency	Percentage
1	Class II	15	30%

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2	Class III	28	56%
3	Class IV	7	14%
<b>Total</b>		<b>50 People</b>	<b>100%</b>
<b>No.</b>	<b>Respondent's tenure</b>	<b>Frequency</b>	<b>Percentage</b>
1	< 5 Years	3	6%
2	5 - 15 Years	21	42%
3	16 - 25 Years	23	46%
4	> 25 Years	3	6%
<b>Total</b>		<b>50 People</b>	<b>100%</b>
<b>No.</b>	<b>Respondent Education</b>	<b>Frequency</b>	<b>Percentage</b>
1	S2	11	22%
2	S1/DIV	20	40%
3	DIII	3	6%
4	HIGH SCHOOL	16	32%
<b>Total</b>		<b>50 People</b>	<b>100%</b>
<b>No.</b>	<b>Age of Respondent</b>	<b>Frequency</b>	<b>Percentage</b>
1	< 30 Years	3	6%
2	30 - 40 Years	13	26%
3	41- 50 Years	26	52%
4	> 50 Years	8	16%
<b>Total</b>		<b>50 People</b>	<b>100%</b>

Source: Processed Data, 2023

From the table above, it can be seen that the majority of employees at the Population and Civil Registration Office of Rokan Hilir Regency are male, namely 29 people or 58% and female gender as many as 21 people or 42%. And for the largest group of employees, namely group III with a percentage obtained of 56% or consisting of 28 employees, this is due to the large number of undergraduate job formations needed to fill various positions in the officialdom and in addition to the large number of ASNs who increase their education level from high school to Bachelor (S1) so that there is an adjustment in education, degree, class and rank, respondents with a tenure of less than 5 years with a percentage obtained of 6% or consisting of 3 employees, a tenure of 5-15 years has a percentage of 42% or consisting of 21 employees, a tenure of 16-25 years has a percentage of 46% or consisting of 23 employees and respondents with a tenure of more than 25 years have a percentage of 6% or consisting of 3 employees. and Employees with S2 last education with a percentage of 22% or consisting of 11 employees. and employees with the last education S2 with a percentage obtained of 22% or consisting of 11 employees, the last education S1 / DV has a percentage of 40% or consisting of 20 employees, then respondents with the last education DIII have a percentage of 6% or consisting of 3 employees, and respondents with the last education SLTA have a percentage of 32% or consisting of 16 employees, this condition shows that S1 education is dominant because in recruiting ASN in recent years, the government has prioritized recruiting employees with a minimum educational background of bachelor's degree (S1) from various disciplines needed by the Hilir Regency Government.

#### Validity Test

The validity test is used to measure whether an instrument or questionnaire used for research is valid or not so that the data collection instrument has a high level of accuracy. An instrument is said to be valid if the instrument has measured what should be measured. If the validity value of each statement is above 0.3, then the statements are declared valid, otherwise they are declared invalid. This validity test can be seen in the Corrected Item - Total Correlation column. Based on the data, it shows that each statement (indicator) of Leadership, Motivation, Organizational Culture, Job Satisfaction, and Performance is declared valid.

#### Reliability Test

Reliability in this study is indicated by the *Cronbach Alpha* value which is smaller than 0.70 ( $CA > 0.70$ ). Then, reliability is also indicated by the *Composite Reliability* value which is greater than 0.70 ( $CR > 0.70$ ). then all variables in this study are reliable.

#### Multicollinearity Test

Multicollinearity test is conducted to determine between independent or independent variables there is mutual correlation or multicollinearity. Good data is data that does not occur multicollinearity. The requirement for the absence of multicollinearity is a tolerance value greater than 0.1 and a Variance Inflation Flower (VIF) smaller than 10. The results of the Multicollinearity Test of this research data can be seen in table 2:

**Table 2. Multicollinearity Test Results**

No.	Variables	Job Satisfaction	Performance	Conclusion
1	Leadership	4.939	5.661	No Multicollinearity
2	Motivation	3.782	4.114	No Multicollinearity
3	Organizational Culture	2.129	2.507	No Multicollinearity
4	Job Satisfaction	-	4.476	No Multicollinearity

Based on the table, it can be seen that the VIF value of each research variable is <10. Thus it can be concluded that the study does not have symptoms of multicollinearity

### Test Coefficient of Determination (R)<sup>2</sup>

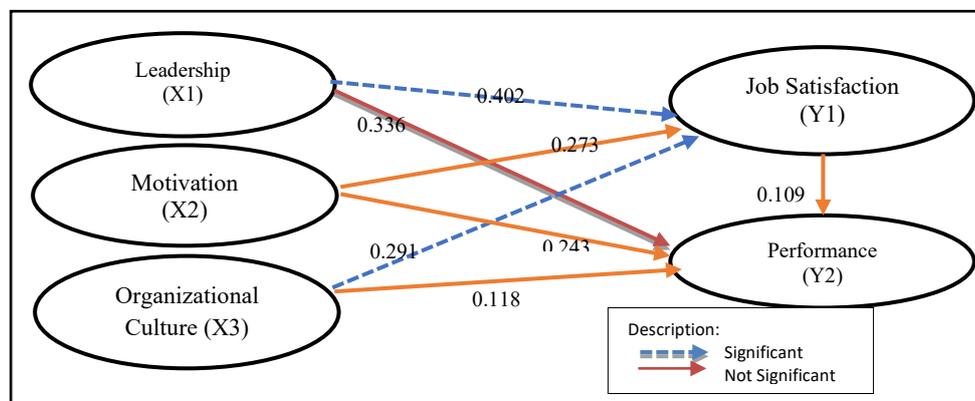
**Table 3. Coefficient of Determination (R)<sup>2</sup>**

	R-square	Adjusted R-square	Conclusion
Job Satisfaction	0.777	0.762	Strong
Performance	0.556	0.517	Strong

From table 3, it can be seen that the *adjusted R-Square* of Job Satisfaction is 0.762 or 76.2%, thus employee Job Satisfaction is influenced by Leadership, Motivation and Organizational Culture by 76.2%, while the remaining 23.8% is influenced by other factors not disclosed in this study. Meanwhile, the *adjusted R-Square* of employee performance is 0.517 or 51.7%, thus influenced by the variables of Leadership, Motivation and Organizational Culture by 51.7%, while the remaining 48.3% is influenced by other factors not disclosed in this study.

### Hypothesis Test Results

The results of hypothesis testing with *Structural Equation Modeling* (SEM) using SmartPLS are shown in Table 4.

**Hypothesis Model****Table 4. Hypothesis Test Results**

Hypothesis	Variable Relationship	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values	Value / Sig
H1	Leadership -> Job Satisfaction	0.402	0.406	0.197	2.041	0.041	+ / significant
H2	Motivation -> Job Satisfaction	0.273	0.266	0.154	1.765	0.078	+ / not significant
H3	Organizational Culture -> Job Satisfaction	0.291	0.296	0.096	3.019	0.003	+ / significant
H4	Leadership -> Performance	0.336	0.324	0.270	1.248	0.212	+ / not significant

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Hypothesis	Variable Relationship	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values	Value / Sig
H5	Motivation -> Performance	0.243	0.257	0.205	1.188	0.235	+ / not significant
H6	Organizational Culture -> Performance	0.118	0.137	0.230	0.514	0.607	+ / not significant
H7	Job Satisfaction -> Performance	0.109	0.090	0.203	0.538	0.590	+ / not significant

Source: Processed Data, 2023

## Discussion

### The Effect of Leadership on Job Satisfaction

The results of this study indicate a positive and significant effect of Leadership on Job Satisfaction. Based on the results of this study, it was found that good leadership will have a positive effect on the organization and have a significant impact on job satisfaction at the Population and Civil Registration Office of Rokan Hilir Regency.

Based on the results of the respondents' responses, it shows that on average the respondents have a good perception of the Leadership variable, this result is in line with the respondents' responses to Job Satisfaction, where on average they have a high perception of the Job Satisfaction variable at the Population and Civil Registration Office of Rokan Hilir Regency. The results of the analysis show that Leadership has a significant positive effect on Job Satisfaction, which means that the better the Leadership, the employee satisfaction will increase. The results of this study confirm the results of previous research, namely, research by Wa Ode Zusnita Muizu. (2014), Made Suprpta et al. (2015), and Aris Yuda Pratama et al. (2022) which proves that Leadership has a strong influence and a significant positive effect on Job Satisfaction. These results reinforce the statement of Suhendi and Anggara (2010: 269) which states that the role of leaders can affect morale and job satisfaction, security, quality of work life, and organizational performance levels. This opinion is emphasized by Rafferty (2017) Leadership is able to unite all subordinates and is able to change the beliefs, attitudes, and personal goals of each subordinate in order to achieve goals. According to Sasongko (2018) if the leader is able to apply the right leadership, employees will feel satisfied which in turn can improve their performance towards a more productive direction.

The results of several previous studies and expert opinions above can be concluded that Leadership has a significant influence on Job Satisfaction.

### The Effect of Motivation on Job Satisfaction

Motivation is the drive, driving force, or power that comes from within a person or from outside, which causes an action or action of an employee in pursuit of a goal.

The results of this study indicate a positive and insignificant effect on Motivation on Job Satisfaction, meaning that good motivation will not affect and have an impact on Job Satisfaction at the Population and Civil Registration Office of Rokan Hilir Regency.

Based on the results of descriptive analysis of respondents' responses to the existing motivation at the Population and Civil Registration Office of Rokan Hilir Regency, on average, respondents had an agreeing response to motivation. It can be concluded that the existing motivation at the Population and Civil Registration Office of Rokan Hilir Regency is considered good according to the perceptions of each respondent. Meanwhile, based on the results of *path analysis*, motivation has a positive relationship with job satisfaction, but the results of hypothesis testing show that motivation does not have a significant effect on job satisfaction. With these results, it means that the proposed hypothesis is rejected. So it can be concluded that whether or not the Motivation in the Population and Civil Registration Office of Rokan Hilir Regency has no impact on the increase or decrease in Job Satisfaction of employees in the Population and Civil Registration Office of Rokan Hilir Regency.

The results of this study are in accordance with previous research by Sinar bulan, teddy candra, romance Hendra komara (2018), Intan Purnama, Nyoto, Asmara Hendra Komara (2019) which says that Motivation has a positive and insignificant effect on Job Satisfaction. This can be caused by respondents at the Population and Civil Registration Office of Rokan Hilir Regency having dominant motivation coming from within employees, while Job Satisfaction is dominated by factors from other people or the work environment. The results of this study indicate that Job Satisfaction has no effect because fellow employees already understand and support each other. This result strengthens Sutrisno's statement (2013, in Harahap & Khair, 2019) saying that the theory of satisfaction occurs when the more fulfilled the needs and satisfaction of an employee, the better the enthusiasm at work.

The results of several previous studies and expert opinions above can be concluded that Motivation has an insignificant influence on Job Satisfaction.

### **The Effect of Organizational Culture on Job Satisfaction**

Organizational culture is an employee's obedience and compliance in carrying out the laws and regulations that apply in the work environment with full awareness from within himself.

Based on the results of the respondents' responses, it shows that on average the respondents have a good perception of the Organizational Culture variables in this study. In line with respondents' responses to Job Satisfaction, where on average they have a high perception of Job Satisfaction at the Population and Civil Registration Office of Rokan Hilir Regency. Descriptively, it can be seen that the implementation of an Organizational Culture that is only at a moderate level will only produce moderate Job Satisfaction. This condition is relevant to the phenomenon that occurs in organizations where the implementation of an Organizational Culture that is doubtful of its effectiveness results in decreased Job Satisfaction to realize the targets that have been set, which in turn causes problems in achieving less than optimal performance.

The results showed that Job Satisfaction was able to provide a positive mediating effect in the form of increasing the influence of Organizational Culture on Job Satisfaction of employees at the Population and Civil Registration Office of Rokan Hilir Regency. The results of this study also support the theory put forward by Robbins (2002) which states that employees form an overall subjective perception of the organization based on factors such as tolerance for risk, emphasis on teams and support of other colleagues. This overall perception becomes the culture or personality of the organization. These favorable or unfavorable perceptions then affect employee Job Satisfaction, with a greater impact on stronger cultures. The more members who accept the values, the stronger the Organizational Culture becomes. A strong Organizational Culture will result in high Job Satisfaction, whereas a weak Organizational Culture will create low Job Satisfaction.

These results support the results of research conducted by Octaviana (2011), Wulansari (2012), Hesti E.P, and Frans, S. (2016), Moonlight, Teddy Chandra and romance Hendra Komara (2018) the results of their research show that Organizational Culture has a positive and significant effect on Job Satisfaction.

### **The Effect of Leadership on Performance**

The results of this study indicate a positive and insignificant effect of Leadership on Performance. Based on the results of this study it was found that good leadership will affect the organization but does not have an impact on performance, the better leadership will not have an influence on performance at the Population and Civil Registration Office of Rokan Hilir Regency.

Based on the results of respondents' responses, it shows that on average respondents have a good perception of Leadership in this study. Not in line with respondents' responses to performance, where on average they have a very high perception of the performance variable at the Population and Civil Registration Office of Rokan Hilir Regency.

Factors that influence performance improvement, based on Steers in Suharto and Cahyono (2005), are factors of ability, personality and work interest, clarity of acceptance and clarity of an employee's role, and the level of employee motivation. Based on these results, it can be seen that the motivation given to an employee in the form of leadership, which is also the ability of an individual to lead, is a factor that affects his performance, where the better and more effective the leadership of an individual, it will encourage both subordinates and himself to be able to work better which is indicated by better productivity / performance.

The results of this study are in line with research conducted by W Rumawas (2015) the results of his research show that Leadership has a positive and insignificant effect on Performance.

### **Effect of Motivation on Performance**

Motivation is an encouragement of individual needs and desires directed at the goal of obtaining satisfaction from what they need. In motivating employees, leaders must know the motives and motivations that employees want so that employees want to work sincerely for the achievement of organizational goals.

The results of this study indicate a positive and insignificant effect on Motivation on Performance. Based on the results of this study it was found that good motivation will affect the organization and has no impact on performance, the better motivation has no effect on performance at the Population and Civil Registration Office of Rokan Hilir Regency.

The results of this study are in line with research conducted by Dwi Sampurno and Agus Wibowo (2015), Edi Suwarno, Asmara Hendra Komara, Teddy Candra (2018), the results of their research show that Motivation has a positive and insignificant effect on Performance.

### **Effect of Organizational Culture on Performance**

The Influence of Leadership, Motivation, Organizational Culture on Job Satisfaction and Performance in the Service of Population and Civil Registration Rokan Hilir District (Elida Elida, David David, Suyono Suyono, Resti Riandi, Monalisa Monalisa)

The results of this study indicate an influence and insignificance on Organizational Culture on Performance. Based on the results of this study that Organizational Culture will affect and not have an impact on Performance at the Population and Civil Registration Office of Rokan Hilir Regency.

Based on the test results that Organizational Culture affects Performance. The effect is positive but not significant. This means that the application of Organizational Culture tends to provide a positive direction but has not been able to improve employee performance. Although the organization has actively encouraged each field to cooperate with other units in a coordinated manner, it has not significantly improved performance. For this reason, the company must encourage employees in each field to work together solely in order to improve employee performance. In order for this to be achieved, the measure of employee success in cooperation must be given more attention so that the coordination system can be effective in order to achieve optimal performance.

The results of this study are in line with research conducted by Edi Suwarno, Hendra Komara romance, Teddy Candra (2018), Rizaldi Putra, Nyoto, Suyono and Evi Wulandari (2019), the results of their research show that Organizational Culture has a positive and insignificant effect on Performance.

### **The Effect of Job Satisfaction on Performance**

Job Satisfaction is an attitude that reflects the extent to which an individual recognizes and is attached to his or her organization. An individual who has high Job Satisfaction is likely to see himself as a true member of the organization.

Herzber (2005) suggests that the term *job satisfaction* can be defined as a positive feeling that is the result of an evaluation of its characteristics. Job Satisfaction has an important influence on employees, especially in order to create a positive situation in the work environment. This opinion is emphasized by Robbins (2006), which states that the impact of job satisfaction on performance is that employees who are satisfied with their jobs are more likely to talk about positive things about their organization to help others and produce performance that exceeds normal expectations. So the more satisfied employees are, the more employees will show their best performance. Conversely, if employees do not feel satisfied at work, laziness will arise in them so that it can affect employee performance. Job Satisfaction is an individual thing. Each individual has a different level of satisfaction, as defined by (Kreitner & Kinicki, 2014), that Job Satisfaction is the effectiveness or emotional response to various aspects of work. This definition implies that Job Satisfaction is not a single concept, instead a person can be relatively satisfied with an aspect of his job and dissatisfied with one or more other aspects. An increase in Job Satisfaction in employees will have an impact on Performance. employees are able to have better performance compared to employees who do not have satisfaction in their jobs. Based on this, it can be concluded that the results showed that Job Satisfaction has a positive and insignificant effect on Performance.

The results of this study support the results of empirical studies conducted by Purnami (2013), Edi Suwarno, Asmara Hendra Komara, Teddy candra (2018), which found a positive and insignificant effect of Job Satisfaction on employee performance. The satisfaction of each individual employee has a different level because the influencing factors can also vary. For example, there are individuals who feel satisfied because of the amount of salary, but there are other individuals who feel satisfied because of work environment factors, the results of his research show that Job Satisfaction has a positive and insignificant effect on Performance.

### **CONCLUSION**

From the results of research and discussion, it can be concluded from this study that Leadership has a significant effect on Job Satisfaction and is insignificant to Performance, Motivation has a positive and insignificant effect on Job Satisfaction and Performance, Organizational Culture has a positive and significant effect on Job Satisfaction and insignificant Performance, Job Satisfaction has a positive and insignificant effect on Performance.

Good Organizational Culture greatly affects employee Job Satisfaction, if you want employee Job Satisfaction to continue to increase and get better then Leadership must be considered, good Organizational Culture greatly affects employee Job Satisfaction, if you want employee Job Satisfaction to continue to increase and get better then you must pay more attention to Organizational Culture at the Population and Civil Registration Office of Rokan Hilir Regency, each layer affects one another in the surrounding environment so that changes in one layer will affect the surrounding layers in a top-down and bottom-up relationship. For academics, it is recommended that further research examine the population on a larger scale, for example, increasing the period to be studied or increasing the object to be studied so that it can increase the sample to be studied in order to obtain conclusions that support generally accepted theories and concepts.

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