Master's Thesis of Public Administration

The Role of Government Officials in Reporting Organizational Performance in Ministry of State Secretariat of the Republic of Indonesia

인도네시아 정부 사무국 성과보고에서의 공무원 역할에 관한 연구

August 2018

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Submitting a master's thesis of Public Administration

April 2018

Graduate School of Public Administration

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June 2018

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Abstract

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Performance is the result of cooperation activities among the members in order to realize the objectives of the organization. Employees that are given responsibility tend to become more enthusiastic about their work and be involved more in the accomplishment of their task. This research aims to find out whether there is any influence of leadership and motivation to the performance in Ministry of State Secretariat of the Republic of Indonesia. The sample amounts to 126 respondents. From the analysis result, the values of regression coefficients for leadership and motivation are positive. The T-test result has pointed that the value of significance less than 0.05. The value of output F-test is 4.960 with significance 0.000. Thus, leadership and motivation are positively correlated with performance.

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CHAPTER I: INTRODUCTION

1.1. Overview

Management is basically required by the organization because it is a series of activities planning, organizing, developing including regulating and utilizing human resources, facilities, and infrastructure to achieve organizational goals that have been established. Human resource management will carry out strategic tasks such as by recruiting, training, and improving the employee performance in the organization. Human resources have an important role in the organization. Therefore, the development of human resources is a must for the organization to be implemented properly through careful planning to face the demand of the present tasks and to answer the challenges in the future.

Human resource development aims to increase productivity, enhance organizational quality, maintain organizational spirit, prevent the declining of personnel ability, and develop the performance. In this regard, it can be said that human resource development is a managerial effort with a focus on developing knowledge, changing attitudes, and improving skill and effort that are undertaken to deal with the challenges of a faster-moving environment. One of the most important activities in human resource management is the activity to place personnel in the right organization. With the aim to achieve organizational goals, it requires qualified personnel as well as the quantity that suits the needs.

1.2. Problem Statement

The organization is established for reaching a purpose. It must manage a wide range and a series of activities directed to the achievement of organization goal. Organizational performance is carried out not only at the level of the employee but also on structural positions and the organization as a

whole. The appointment of the civil servant in a structural position should consider the aspect of competence and performance that has been done. There is a responsibility for reporting organizational performance in Ministry of State Secretariat of the Republic of Indonesia (MSS) for every year. The results of reporting organizational performance always increase year by year.

The Secretariat of President (SP) has achieved score 91.27 in the year 2013, 93.78 in the year 2014, and 94.01 in the year 2015. The Secretariat Vice President (SVP) has achieved score 91.64 in the year 2013, 93.05 in the year 2014, and 93.60 in the year 2015. The Military Secretariat of President (MSP) has achieved score 95.00 in the year 2013, 95.52 in the year 2014, and 96.64 in the year 2015. They have good performances in carrying out the task of assisting the President and Vice President. They take advantage of any opportunities to increase various cooperation. They cooperate to implement many valuable programs for MSS. Due to those their scores, it seems that there is a role of the government officials that may influence the result of reporting organizational performance. The main problem statement will be the following: "What are the factors that related to the role of government officials in reporting the organizational performance in Ministry of State Secretariat of the Republic of Indonesia?"

1.3. Research Question

Human resource management is important because it has a major role in determining the success of the achievement of vision and mission of the organization. The success of the organization is determined by the quality of employee performance. It is claimed to be optimized and accountable in order for the best result of organization. The performance evaluation also must be done in order to clarify where the final position of any progress is and what the weaknesses and obstacles are that appear to be solved.

Secretariat President (SP), Secretariat of Vice President (SVP), and Military Secretariat of President (MSP) work under Ministry of State Secretariat (MSS). SP has the task of organizing the provision of technical and administrative support in the household affairs, protocol, press and media domains for the President. SVP has the task of organizing the provision of technical and administrative support in the household affairs, protocol, press and media domains for the Vice President in assisting the President in the exercise of the state powers. MSP has the task of organizing the provision of technical and administrative support to the President in the exercise of the supreme authority over the army, navy, and air force with respect to the appointment and discharge of Indonesian National Armed Forces and Indonesian National Police, bestowal of titles, decorations and honors, in which enactment authority resides with the President, as well as coordinating the security for the President and Vice President, their families, and state guest of honor.

SP, SVP, and MSP are different in many ways, such as the organizational structure, level of hierarchy, composition of employee, educational background, working experience, duties, and responsibilities, etc. The human resources are not only required to become professionals and as builders of the image of public services, but also demanded as the unifier of nation. Although there are many differences, it becomes one of the reasons why they need cooperation. By sharing these resources which can include some benefits, they are able to advance. They have been aware of the differences of each other and try to develop their potentials. In order to solve the problem statement with understanding the role of government officials, a research question has been established:

"How do the leadership and motivation influence to the performance?"

Based on the background, a research will be conducted with the hypotheses as follows:

H1: Leadership is positively correlated with performance in Ministry of State Secretariat of the Republic of Indonesia.

H2: Motivation is positively correlated with performance in Ministry of State Secretariat of the Republic of Indonesia.

1.4.   Research Objectives

Ministry of State Secretariat of the Republic of Indonesia (MSS) has assisted President and Vice President to carry out the functions of management that consist of planning, coordinating, directing, and controlling the government's policies and programs. The involvement of MSS is active in the whole cycle of policy management of the process of the formulation, implementation, evaluation, up to reformulating (integrated policy analysis). MSS also evaluates the implementation of government policies and programs by providing policy recommendations to the President. As for monitoring, it has been done to ensure that the policies and programs of the government are implemented properly. Based on that background, the research will be based on the analytical framework with the objectives as follows:

1) to analyze the influence of leadership to the performance in MSS; and

2) to analyze the influence of motivation to the performance in MSS.

Figure I

Analytical Framework
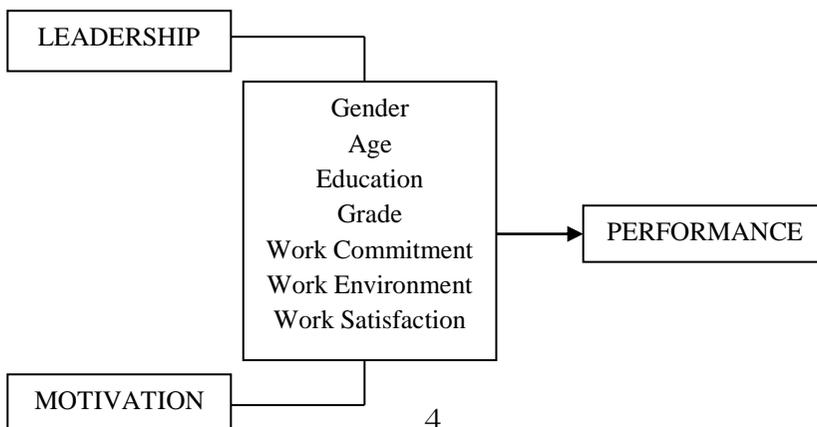
1.5. Justification

For the purpose of understanding these complexities more clearly, experts in organization utilize a systematic framework called SWOT (Strength, Weakness, Opportunity, and Threat). Strengths and weaknesses are related to the internal status of the organization, while opportunities and threats are related to its environment (Im, Tobin: 2016). SWOT analysis is meant to analyze the situation to be relied upon to formulate objectives. The strength and weakness play role in the process of effective strategies. An analysis should be observed and carried out carefully because sometimes it is the mirror image of one another. It means the power of the organization sometimes can occur to be a point of weakness of the organization.

In the organization, one thing to be concerned is absorbing from the strength without being harmed by the weakness and threat. A good organization is management that is supported by all layers of employees with integrity to realize the organization's plans and targets. If a leader neglects to unite a shared vision to all layers of employees, then a leader will lose the power to run all work programs. Ashari (2011) revealed that leaders could adopt innovative strategies using the suitable leadership style on them in order to produce work performance at the very best level as well as to gain the success for the long-term period.

Given the importance of the role of leader in the organization, it becomes a duty for every leader to always constantly observe and supervise the behavior of subordinates. The subordinate behavior in the organization is essentially a task-oriented, meaning that subordinate behavior is usually driven by the desire to achieve the goal. The behavior of subordinates in organizational life should not conflict with norms or value, and any provisions that exist in organizational life.

Leadership is an effort to influence many people through communication to achieve goals, ways of influencing people by direction or command, actions that cause others to act or respond and generate positive change, vital dynamic forces that motivate and coordinate organizations in order to achieve goals, confidence and support among subordinates so that organizational goals can be achieved. This is in line with what was proposed by Armstrong (2003) that leadership is the process of inspiring all employees to work as well as possible to achieve the expected results.

Leadership style is a behavioral pattern designed in such a way as to integrate organizational goals with individual goals to achieve a particular goal. Therefore, the employees can align their efforts with the organization goals and speculate the future development of organization which motivates them to achieve the organization vision and achieving the performance. The closely relationship between organizational goals with humans as related to management functions in directing and managing human resources becomes very important, so that subordinates try to work wholeheartedly to achieve organizational goals.

Achievement of organizational goals can also be influenced from the motivation of subordinate behavior. Motivation theory tries to find out about what needs that can satisfy and encourage one's work morale. The higher standard of need and satisfaction desired, the more enterprising someone to work. Stella (2008) proved that the hygiene factors such as working conditions, work relations, physical environment, supervision and job security, as argued by Herzberg should be able to form the baseline that can stimulate the motivators such as achievement, recognition, responsibility, advancement and training, to motivate the workers to perform well.

Motivation needs to get a great attention also for the organization in improving employee performance. It is encouragement or enthusiasm that arises in a person to do something. The existence of the basis is to meet the

needs and fulfill responsibility for the tasks given and done within the organization. Dobre (2013) explained that factors such as empowerment and recognition increase employee motivation. If the empowerment and recognition of employees is increased, their motivation to work will also improve, as well as their accomplishment and the organizational performance.

1.6. Policy Implications

The organization needs to analyze the changing environment. The work environment is one factor that is able to affect the sustainability of the organization. It needs cooperation in management because every organization is faced with both internal and external environment. The environment can influence the development of the organization, but also can bring the existence of the organization becoming fragile because it has the aspect that consists of positive and negative factors. Positive environmental changes can support the sustainability of the organization but the negative environmental changes can disrupt the continuity of activities. Strategic environmental development affects the condition of the organization in the goal achievement. There are at least two major influences that affect how individuals perform in their environment. These influences include leadership and motivation factors. Understanding leadership and motivation broadens mind to the new thought processes of how and why people behave, learn some general principles of human behavior and use these theories as a guide for an analysis. This understanding can be helpful in selecting individuals who have some of these qualities to fill specific roles in the organization.

Achievement of organizational goals can also be influenced by the motivation of subordinate behavior. The great strides have to be done to motivate all staff to enhance performance. By appreciating the employees in their work and giving them participation in decision making, making employees feel valued, and striving to build good relationship can help the organization to reduce staff turnover and create loyalty among employees.

The leader who maintains the good relationship with the employees is a fundamental part of the successful organization.

Pradeep and Prabhu (2012) suggested that leaders must have the ability to attract or influence their subordinates, be able to set clear standards of performance to their peers and act as the best role model to the subordinates. The significance of the motivated employees is undeniable as they are essentially the symbol of the organization.

Sharma and Sharma (2017) revealed that indeed there is a relationship between performance and motivation of employees and aside the known fact that money is the key amongst the motivational factor to employees, it was realized that employees having gradually a desire particular about trust, respect and high expectation, recognition and appreciation and good working environment.

Hersona, Sonny, et al. (2017) mentioned that leadership function, motivation, and work discipline have a significant effect either partially or simultaneously on employee performance. By improving the leadership function, employee motivation and work discipline, it is possible to increase the employees' performance at the Department of Manpower and Transmigration Karawang Regency in Indonesia. Siregar,

Siregar, Ahmad R, et al, (2017) proved that in the National Library of Indonesia, the leadership has a positive influence on employee performance by 23.8 % and the motivation to have a positive influence on employee performance by 15.6%. Simultaneously, leadership and motivation have positive effect of 35.1 %. The performance plays a major role to enhance the sustainability of an organization. Employee motivation towards the organizational task also has a positive relationship because the quality task work facilitates employees to do well in the organization which determines the performance of employees.

CHAPTER II: LITERATURE REVIEW

2.1. Leadership

In organization activities, it is necessary to have planned and systematic efforts in training and preparing a leader. A leader is essentially a person who has an ability to influence the behavior of subordinates. In his book, *"Build Your Dream Network"*, J. Kelly Hoey (2017) outlined that a leader builds their employees so they can be as successful as, if not more than, the person in charge. A leader builds the team, mentors, and then advocates for them. Every organization must have a leader. This presence of leader is needed due to the sustainability of the organization.

Rowe (2007) described leadership as a process whereby an individual influences a group of individuals to achieve a common goal. Many types of research have been done by people to learn about leader and leadership issues that generate various theories about leadership. Leadership theories generally seek to provide explanations and interpretations of leader and leadership by pointing out several aspects. Charry (2012) classified leadership theories into eight major types as follows:

1. "Great Man" Theory

"Great Man" theory assumes that the capacity for leadership is inherent, that great leaders are born, not made. These theories often portray leaders as heroic and destined to rise to leadership when needed. The term great man was used because, at that time, leadership was thought of primarily as a male quality or in other words only a man could have the characteristic of a great leader.

2. Trait Theory

Trait theory departs from the premise that the success of a leader is determined by the characteristic, attitude or traits that the leader has. To be a successful leader, it is determined by the personal ability of leader itself. A good personality is really needed because the leader is the person who becomes the representative and role model in the organization.

3. Behavioral Theory

Behavioral theory does not emphasize the qualities that a leader must possess but focus on how the actual leader's behavior in influencing others. A leader must be prepared, educated and formed. Everyone can be a leader through self-preparedness, education and self-induced encouragement. The rationale in this theory is that leadership is an individual's behavior when conducting a group's direction towards the achievement of goals. It considers that leadership can be learned from behavioral patterns, not from the qualities of a leader.

4. Participative Theory

Participative theory encourages participation and contributions from group members to be involved in the decision-making process. A leader seeks to involve other people to increase collaboration and commitment which lead to better quality decisions and a more successful organization.

5. Situational Theory

Situational theory suggests that a leader chooses the best course of action based on situational circumstances. The leadership style of a leader will vary, depending on the degree of readiness of the followers. For example, in situations where leaders are expected to be members of the most knowledgeable and experienced group, an authoritarian leadership style may

be most appropriate. In other cases where group members are skilled experts and expect to be treated, the democratic style may be more effective.

6. Contingency Theory

Contingency theory argues that every leadership style should be based on certain situations which signify that there are certain people who perform at the maximum level in certain places. The leaders are more likely to express their leadership when they feel that their followers will be responsive.

7. Transactional Theory

Transactional theory allows a leader to motivate and influence subordinates by exchanging rewards with specific performance. There is a promise to be rewarded if subordinates are able to complete the task in accordance with the agreements that have been made together. A leader motivates their followers in the direction of enforced goals by clarifying roles and task demands.

8. Transformational Theory

Transformational theory is based on certain attitude and behaviors that support organizational change. The leader plays a role in improving existing human resources and tries to give a reaction that raises the spirit and high workforce for members. Transformational leadership seeks to focus on exceptional performance of each member organization and help them fulfill their potential.

2.2. Motivation

The leader's job is to motivate the subordinates in connection with the tasks that must be implemented. Sooner or later the leaders have to understand the subject of motivation because the main reason is about the people they work within the organization. Motivation is a mover from within a person's

heart to do or achieve a goal. Motivation can also be said as a plan or desire to lead to success and avoid failure of life. Phil Gorman (2004) described that motivation is concerned with goal-directed behavior, what it is that pushes us towards certain forms and not others. A person who has motivation means that he has a power to gain success in life.

Stella (2008) revealed that organizations need to place all efforts to ensure that incentives such as intrinsic motivators, extrinsic motivators, and performance management approaches are used in order to retain, attract, increase workers efforts, satisfaction and commitment. The types of motivation are intrinsic motivation and extrinsic motivation. Intrinsic motivation means that when the nature of the work itself makes a person feel motivated, in other words, the person gets satisfaction with doing the job because of passion and hobby, not because of other stimuli. Meanwhile, extrinsic motivation is when the element from outside the work becomes the main factor that makes a person feel motivated such as social status, prestige, compensation, etc. Motivation is significant because even people with the required knowledge, skills, and abilities will perform poorly if they are not motivated to devote their time and effort to work (Harris in Milapo, 2001: 29). Many motivation theories proposed by experts who are intended to provide a description among others:

1. Maslow's Theory of Needs

Abraham Maslow argues that basically all humans have basic needs. He showed it in five levels of pyramid shape. People start to push from the lowest level. These five levels of need are known as Maslow's hierarchy of needs, starting from physiological needs, safety needs, belongingness and love needs, esteem needs, and self actualization. The other levels will only be important once the basic needs are fulfilled. It must be at least partially fulfilled before continue to the next level.

2. Herzberg's Motivation Hygiene Theory

Frederick Irving Herzberg states that there are certain factors in the workplace that cause job satisfaction while in other parts there are also other factors that cause dissatisfaction. In other words, job satisfaction and dissatisfaction are related to each other. Certain factors in the workplace by Herzberg are identified as hygiene and motivation factors. These two factors are addressed to intrinsic and extrinsic factor. Intrinsic factor is thrust that arises from within each person. Extrinsic factor is the thrust that comes from outside especially from the workplace or organization.

3, McClelland's Need Theory

McClelland stated that regardless of our gender, culture, or age, people all have three motivating drivers (need for achievement, need for affiliation, and need for power) and one of these will be the dominant motivating driver. Need for achievement has a concept that people struggle for personal gain rather than for the rewards of success itself. They want to do things better or more efficiently than they did before. Need for affiliation is attributed to the desire to be liked and accepted by others. People with high affiliation motives will seek to be friends, prefer a cooperative situation rather than a competitive situation, and want a relationship with a high level of understanding. Need for power is the desire to have an impact, to influence, and to control others. People who are high in favor of a position will try to influence the others. They will prefer to be placed in a competitive situation and tend to pay more attention to the prestige.

4. ERG Theory

The ERG theory was proposed by Clayton Alderfer. He argued that the fulfillment of these three needs (Existence, Relatedness, and Growth) can be done simultaneously. The relationship of ERG theory is not hierarchical. It

shows that more than one need will run at the same time, and if higher levels of demand are stopped, the desire to satisfy the lower needs will increase.

5. X and Y Theory

X and Y theory is proposed by Douglas McGregor. It has a concept that a leader has two types of views on employees. Theory X states that people are basically lazy who do not like to work and avoid the jobs and responsibilities that have been given to them. They have little ambition to achieve the goals of the company but want a great reward and life insurance. In the workplace, they should be monitored and directed to work in accordance with the desired organization. Theory Y has the assumption that work is human nature as well as other daily activities. The workers no need to be over-supervised and threatened strictly because they have control and exertion to work according to the organization goals. They have the ability of creativity, imagination, intelligence, and understand the work responsibilities.

2.3.   Performance

Schechner (2003) revealed that performance is an activity that has been done by an individual or group in the presence of and for another individual or group. Performance can be mentioned as the result of a series of processes activities that carried out to reach the specific objectives of the organization. The concept of performance can be defined as a degree of achievement. The performance of an organization can be seen from the degree to which the organization can achieve the goals that are based on predetermined objectives.

It has been widely accepted that effective organizations require effective leadership and that organizational performance will suffer in direct proportion to the neglect of this (Fiedler and House, 1988). The government sector has a duty to be responsible for reporting organizational performance to the public. According to the Presidential Decree Number 7 Year of 1999 on

Government Performance Accountability, it is written that all government officials should work together in order to achieve good governance in Indonesia. The successful implementation of good governance is determined by performance. MSS must submit the report of organizational performance in every year. It describes an accountability of MSS running performance of duties and functions to achieve its vision and mission. The values in the organization of MSS are developed with as follows:

1. Reliable

It means a condition in which the whole of the elements in MSS can be submitted a quality service and without error (zero mistakes).

2. Professional

It means to have competence, develop the potential, and capacity of the personal self, and appreciate the work ethics.

3. Transparent

It means opening up to the right of the public to obtain valid information and no discrimination about the conduct of the state.

4. Accountability

It means that every activity and result can be accountable.

5. Excellence

It has the meaning as perfect, very good, and satisfying.

6. Integrity

It contains the sense of quality or the circumstances that indicate the whole unit so that it has potential and ability to reveal honesty.

7. Effective

It means that any attempts and actions taken can be successful.

8. Efficient

It means that are able to perform tasks with a precise and careful on time.

9. Synergy

It means that establishes a productive cooperation, mutual support and strengthens among stakeholders.

10. Innovative

It means new concept or idea that can be applied.

2.4. Government Institution

Human resource management requires a leadership role to have credibility and capability of the organization that includes planning, organizing, directing and controlling. It should be addressed with a full calculation so that the organizations are able to successfully achieve the aspired goals. The Regulation of the Minister of State Secretary of the Republic of Indonesia Number 3 of Year 2015 on the Organization and Working Procedures of the Ministry of State Secretariat (MSS) stipulates that the position of the MSS is as a government agency headed by the Minister of State Secretary, which serves under, and is responsible for, the President. The tasks are to provide technical, administrative, and analytical support to the President and Vice President in the exercise of their state powers.

MSS is directed to an organization that can carry out tasks and functions in a professional, transparent, and accountable in favor of the duties of the President as head of state and head of government. That management function is to ensure that the policies, decisions, and instructions from the

President have been done perfectly. MSS has a commitment to assist organization and work units in organizing the provision of administrative and technical support that is efficient, effective, and highly qualified. High commitment has become a powerful motivation to all personnel of the MSS. It also becomes the value of a work culture that is able to create employees become more professional, accountable, responsive, and honorable.

2.5. Government Officials

An organization with the role of government officials will understand of each part of the organization and be able to know the requirements that are needed from subordinates/employees to carry out the tasks. It has an impact on the organization's ability to define and implement strategies to produce the qualified human resources for the operational activities of the organization and improve organizational performance. The human resource is one of the key elements in achieving the expected performance of the organization to achieve the goals. The role of government officials is needed in order to determine the human resources strategy which is appropriate to address the dynamic development of the organization. This is necessary particularly in order to avoid overlapping in the work by designing the organizational structure that fits with the division of responsibilities of each section clearly and thoroughly.

The government officials as civil servants need to ensure that public services should match the Standard of Operating Procedure (SOP). The government officials should truly understand the role as a platform for society. They should work with a clear compassionate mission together with visions that will energize and inspire employees. The rapid change in the organization creates a need for strategic development that offers innovation. It is important that government officials are able to see things with new perspective. They must conduct a strategic analysis to learn from the past and plan directions of the future.

CHAPTER III: RESEARCH METHODOLOGY

3.1. Area of Study

Subjects of study are Secretariat President (SP), Secretariat of Vice President (SVP), and Military Secretariat of President (MSP) under Ministry of State Secretariat (MSS). The research that will be conducted in MSS is categorized as an empirical study. Type of this research study is a quantitative research that is used to examine the condition of natural objects in which the researcher is the main instrument. The research design is to describe, analyze, record, and interpret field conditions, in particular, the role of government officials in reporting of organizational performance.

The population in this research is employees in MSS. The sample that will be used in this study is some of employees who involve in arranging the report of organizational performance. The selection of sample is carried out using the method of purposive sampling. It is a sampling method that is adapted to certain criteria with the aim of getting a representative sample (Cooper and Schindler, 2001).

3.2. Data Collection

MSS has the main role in carrying out the task of assisting the President and Vice President. The organization units in MSS such as SP, SVP, and MSP have different tasks. They are required to have a strategic management that is capable of anticipating problems and changes simultaneously within the framework of the achievement of the organization objectives. In a research process, data will be collected from the questionnaire and report of organizational performance in MSS.

The report of organizational performance which is written by the ministry or government officials shows an overview of the result of implementation in every sector. The depth interview will be conducted with the government officials as a representative from MSS to obtain some clarifications.

3.3. Research Variables

Data will be classified into some independent variables that can give impact to the dependent variable. According to the book of "Handbook of Research Methods in Public Administration" by Kaifeng Yang and Gerald J. Miller (2007), some variables will be used in this research as follows:

1. Independent variable.

It is the variable that is believed to influence the outcome measure. There are two variables in this research are Leadership (X_1) and Motivation (X_2).

2. Dependent variable.

It is the response or outcome variable in a research study. Performance (Y) is indicated as dependent variable in this research.

3. Control variable.

The other variables can influence experimental results. In order for the test to be fair, other factors that could affect the outcome of the experiment should be controlled. The control variable itself is not of primary concern in the experimental outcome. The control variables in this research are Gender (X_3), Age (X_4), Education (X_5), Grade (X_6), Work Commitment (X_7), Work Environment (X_8), and Work Satisfaction (X_9).

3.4. Data Analysis Technique

The techniques for collecting data are primary data through questionnaire that has been defined as research subjects. It is a quantitative research study using the method of the survey to find out the characteristics of the population carried out by analyzing the data of employees are taken as a sample. This survey is conducted by explaining the data about the role of government officials in reporting of organizational performance on the basis of the written evidence from a variety of sources. The result is based on the achievement of vision, mission, and goal of the organization. The purpose of the study is intended to obtain information that is concerned about the government officials and organizational performance. The writing of this research uses the deductive reasoning that describes the case in general and continues to the more specific aspect.

The statistic software program that is used is Statistical Package for the Social Science (SPSS). All of the research variables are analyzed with using SPSS. It is capable of handling, editing, and analyzing large amounts of data. A regression analysis is used to determine if there exists a linear relationship between dependent variable (Y) and independent variable (X) (Searle and Willett, 2001). It is used to test the relationship between a dependent variable with one or more independent variables that is shown in the form of regression equation. If the dependent variable is related to one independent variable only, the resulting regression equation is linear regression. If the independent variable is more than one, then the regression equation is multiple linear regression equation.

CHAPTER IV: ANALYSIS AND RESULT

4.1. Role of Government Officials

In implementing the task of government and development that is very complex, it is absolutely necessary reliable and professional officers. Human resource is the most decisive factor in the organization. It is also becoming a key determinant in achieving organizational success. The human resource must have high competence and performance for the sake of organizational progress. The primary task of organization is to put right people in the right position. It is occurred by developing a leadership style that not only addressing the needs but also considering the vision of employees. The Ministry of State Secretariat (MSS) reveals the commitment with stipulating the Standard Operating Procedure (SOP) related tasks and functions. It is organized in order to be used as a guideline in providing services and carrying out the task.

Figure 2

Organizational Structure in Ministry of State Secretariat

of the Republic of Indonesia
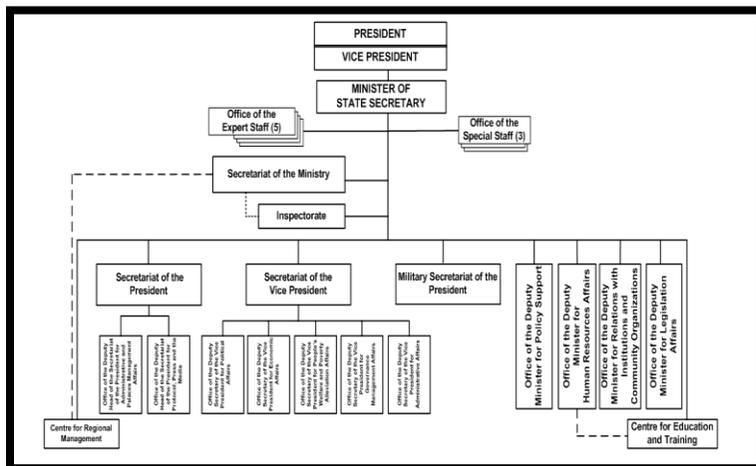
The demographic profile of respondents consists of the following details:

1. Gender Category

Figure 3

The Number of Respondents Based on Gender Category
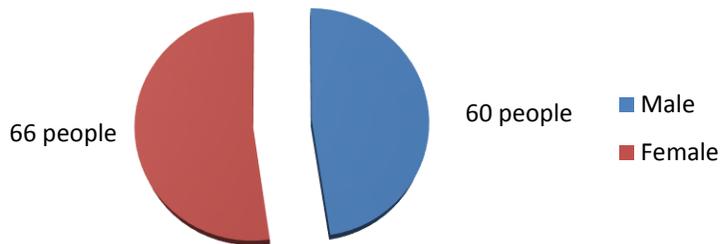
2. Age Category

Figure 4

The Number of Respondents Based on Age Category
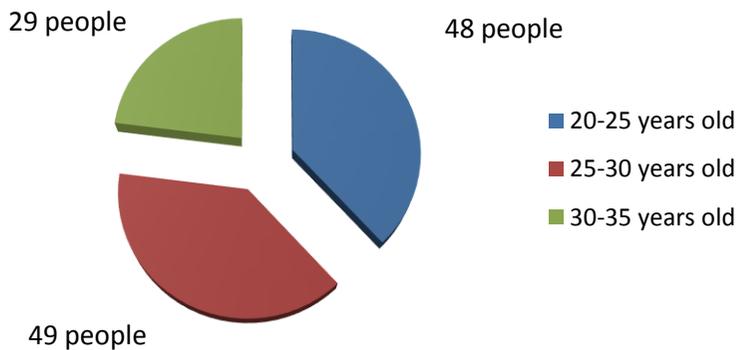
3. Education Category

Figure 5

The Number of Respondents Based on Education Category

34 people

■ Master's Degree

■ Bachelor Degree

92 people
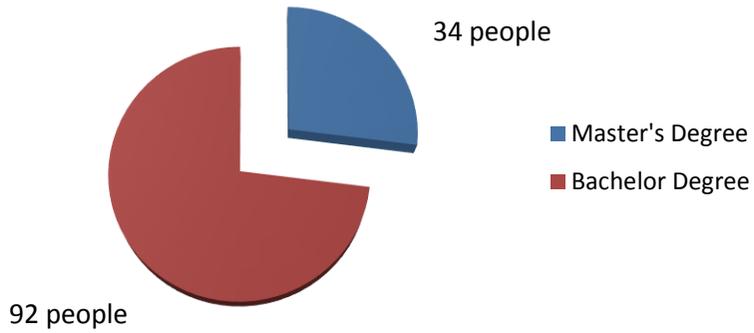
4. Grade Category

Figure 6

The Number of Respondents Based on Grade Category

60 people

■ Staff

■ Higher Level

66 people
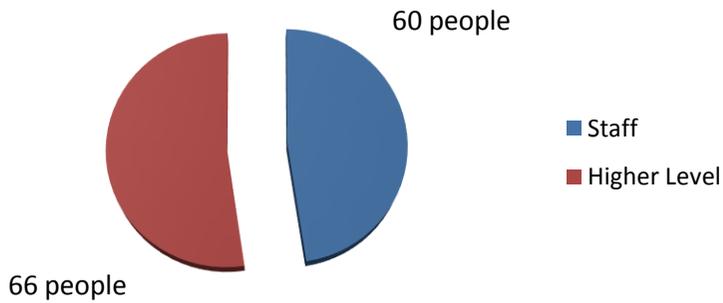
The implementation of the principle of the right man in the right place is related to the government officials. MSS has structural position level with echelon as follows:

1. Echelon I is referred to the position of the office as Head of Secretariat or Deputy;

2. Echelon II is referred to the position of the office as Deputy Assistant or Head of Bureau;

3. Echelon III is referred to the position of the office as Head of Division; and

4. Echelon IV is referred to the position of the office as Head of Sub-division.

The structural position level with echelon is indicated as a leader. It is required that a leader should coordinate human resources in leading toward the desired goal. Leadership is understood as a personality of a leader who embodied in activity relation to managing tasks and relationships with subordinates/employees. The Regulation of Government of Indonesia Number 13 Year 2002 in Indonesia explained that the civil servant who is appointed to the structural position must have a good work performance and be qualified with the requirements of job competence. The competence of a civil servant is seen through knowledge, skills, and abilities (KSAs). It is very important to check and ensure conformance to standards.

The government officials must personalize leadership role according to the needs of situation. The effectiveness of the government officials will lead to the perception of the employees in performing their work. The role of government officials is a form of assistance detailed view of the tasks that must be done in an office, the determination of the relationship of a position to another position, and the provision of the knowledge, skills and other abilities required employee to work with effective and efficient. Leadership in any organization is important, but developing the role of government officials

is crucial. The government officials must recognize the collaboration between other colleagues. They could be paired with high-potential subordinates/employees for finishing the tasks. Daily work with subordinates/employees will offer many good opportunities to be more developed. Through performance management, the government officials can discuss subordinates/employees' skills and lay out goals. To achieve a good organizational performance, the government officials should learn skills and gain knowledge in teamwork, manage conflict of organizational changes. They also should navigate people towards a shared future vision and create a bigger opportunity for subordinates or employees. It enables them to make decisions regarding future directions for the short and long terms.

Many organizations try to improve performance from all elements that exist within the organization. Human resources in an organization have a very important role because without the support of good human resources an organization will face problems in achieving organizational goals. To reduce the problem, organization should see employees who are no longer as a burden to the organization but assets for the organization. If this can be achieved, a relationship will create a good synergy between leader and subordinates. In an attempt to the achievement of the vision and mission of the MSS of the institutional arrangement has been made having regard to the principles of organizing an effective, efficient, and transparent.

It is required to give an overview to all employees of the MSS in carrying out the tasks and functions, including a wide range of results to be achieved in the foreseeable future. It is in order to help the President and Vice President to run the tasks that require policy management support includes the processing of materials for decision making. It can be done well with reference to the principles of good governance. The ability to address the potential changes will determine the level of success in the future. It explains that MSS is able to make changes gradually, continuously, and systematic. The President requests to the Minister of State Secretary to follow-up to the

instructions of the President and also assigns to provide analysis and recommendation for drafting legislation.

MSS not only provides administrative support to the President but also help to implement state management functions. This implementation is to ensure the policies and directives which are issued by the President can be implemented carefully by the Vice President and Ministers. The relation between the organization units in MSS are so complex and full of dynamics, as well as intertwined so that no one of them can work alone without collaboration with others. It holds an important role in the success of the policy or program of the government as follows:

1. Secretariat of President (SP)

SP is under and responsible to the MSS. SP is led by Head of the Secretariat of President. In working for the duties, the Head of SP receives the assignment from President and Minister of State Secretary. In order to provide technical services and administrative support to the President, the SP sets the role of government officials as follows:

Figure 7

Organizational Structure in Secretariat of President
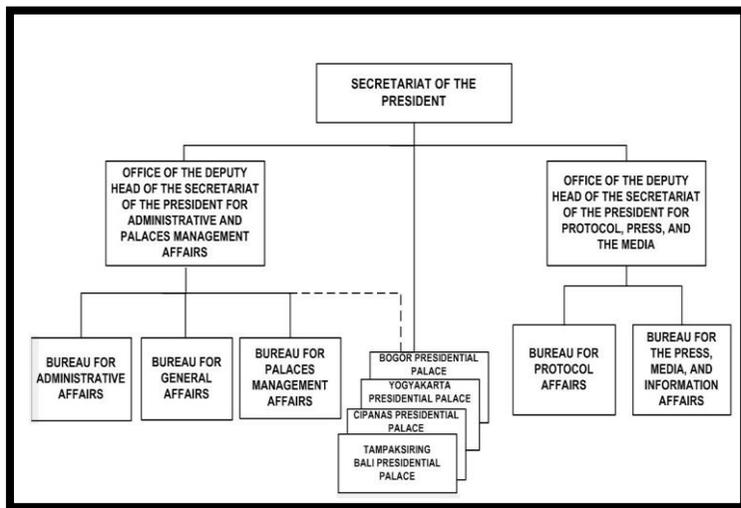
1) Deputy for Administrative and Palaces Management Affairs

It has the task of assisting the Head of the SP in organizing the household services of the President and/or the wife/husband of the President and the state guest of honor, the management of the Presidential palaces, museums, art collections, program and budget planning, financial management, and general administrative services and other important activities within the SP.

The Deputy for Administrative and Palaces Management Affairs also administratively coordinates the Presidential Palaces of the regions such as the Presidential Palace of *Bogor*, the Presidential Palace of *Cipanas*, the Presidential Palace of *Yogyakarta*, and the Presidential Palace of *Tampaksiring Bali*. It has the task of providing technical and administrative support for household, protocol, the collection of art objects, museums and libraries, and the presidential palace in the region as well as the fostering and provision of other administrative support which includes the preparation of program/activity planning and budget, finance, administration, personnel, facilities and infrastructure, archives and documentation of the presidential palace in the Region.

2) Deputy for Protocol, Press and Media

It has the task of assisting the Head of the SP in organizing protocol, press, media, information service, and documentation of President and/or wife/husband President's activities, as well as the management presidential library.

2. Secretariat of Vice President (SVP)

SVP is under and responsible to the MSS. SVP is led by the Head of the Secretariat of Vice President. In working for the duties, the Head of Secretariat of Vice President receives the assignment from Vice President and Minister of State Secretary. In order to provide technical services and

administrative support to the Vice President, the SVP sets the role of government officials as follows:

Figure 8

Organizational Structure in Secretariat of Vice President
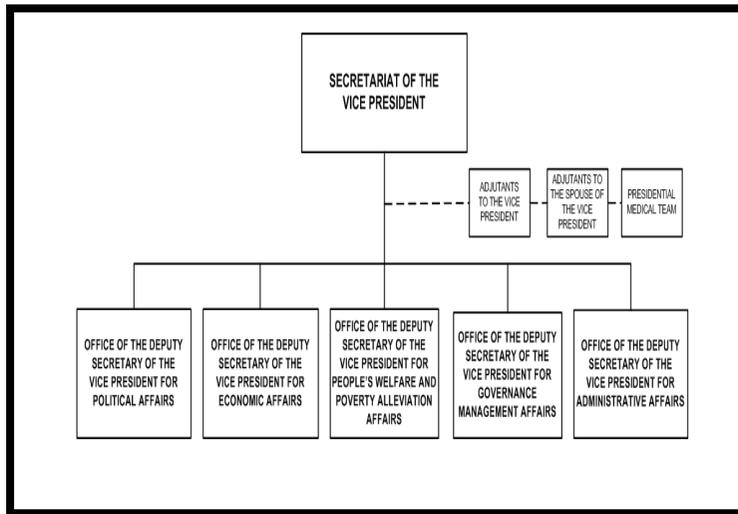
1) Deputy for Political Affairs

It has the task of assisting the Head of the SVP in organizing the provision of technical and administrative support, as well as policy analysis in the field of politic to the Vice President in assisting the President in organizing the state government.

2) Deputy for Economic Affairs

It has the task of assisting the Head of the SVP in organizing the provision of technical and administrative support, as well as policy analysis in the field of economy to the Vice President in assisting the President in organizing the state government.

3) Deputy for People's Welfare and Poverty Alleviation Affairs

It has the task of assisting the Head of the SVP in organizing the provision of technical and administrative support, as well as policy analysis in the field of human development and equitable development to the Vice President in assisting the President in organizing the state government.

4) Deputy for Governance Management Affairs

It has the task of assisting the Head of the SVP in organizing the provision of technical and administrative support, as well as policy analysis in the field of government to the Vice President in assisting the President in organizing the state government.

5) Deputy for Administrative Affairs

It has the task to assist the Head of the SVP in providing technical and administrative support to the Vice President and/or the wife/husband of the Vice President in the field of protocol, household, mass media, program and budget planning, financial management, administration and information technology, and the other important activities within the SVP.

3. Military Secretariat of President (MSP)

MSP is under and responsible to the Ministry of State Secretariat of the Republic of Indonesia (MSS). MSP is led by Military Secretary of President. In working for the duties, Military Secretary of President receives the assignment from President, Vice President, and Minister of State Secretary. In order to provide technical services and administrative support to the President and Vice President, the MSP sets the role of government officials as follows:

Figure 9

Organizational Structure in Military Secretariat of the President
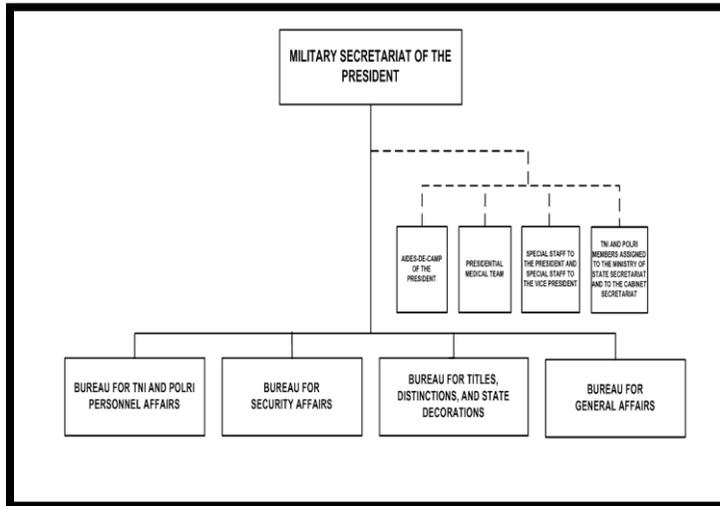
1) Bureau for Personnel Indonesian National Armed Forces and Indonesian National Police Affairs

It has the task to carry out technical and administrative support related to the designation, rank, position, and dismissal of personnel of Indonesian National Armed Forces and Indonesian National Police whose authority is in the President, coaching the personnel of Indonesian National Armed Forces and Indonesian National Police who are assigned in Ministry of State Secretariat and Cabinet Secretariat of the Republic of Indonesia, and organizing the procedures of ceremony setting of Indonesian National Armed Forces and Indonesian National Police whom the President/Vice President as an inspector of ceremony.

2) Bureau for Security Affairs

It has the task to coordinate the implementation of physical and non-physical safeguards for the President and Vice President and their families,

including the state guest of honor who has the same level as the head of state/head of government of a foreign country.

3) Bureau for Titles, Distinctions, and State Decorations

It has the task to execute the implementation of administrative affairs conferring the title of the hero as well as the implementation of technical and administrative activities conferment of honor marks whose authorization is in the President and coordinate with related institutions regarding the awarding of honorary signs of reciprocity between the government of the Republic of Indonesia and the government of foreign countries.

4) Bureau for General Affairs

It has the task to coach and provide administrative support that includes programming and budgeting, finance, administration, staffing, equipment, household, archives and documentation within the MSP.

The organization structure, work assignments, job duties, and responsibilities in MSS are subject to change. The new roles are established and existing roles may change either abruptly as a result of re-organization, or gradually over time. In such cases, it is necessary to analyze and describe new or revised roles in order to assure the proper evaluation. The performance report of MSS is a manifestation of the responsibility of the Minister of State Secretary for the success and failure of achievement of the performance and objectives of the MSS. It is intended as a transparency as well as a tool of control and spurs improvement performance. The organization is experiencing in changes that are not foreseeable. The changes will influence the performance of the organization. The organization should anticipate of these changes regarding of managing human resources. Putting the right people in the right position according to their competence may affect the quality of organizational performance. It is expected to anticipate the challenges of the future while enhancing the quality of the performance to the maximum.

Table 1

Organizational Performance

Organization Units	2013	2014	2015
Secretariat of President	91.27	93.78	94.01
Secretariat of Vice President	91.64	93.05	93.60
Military Secretariat of President	95.00	95.52	96.64

MSS as a government institution in achieving its objectives with effective and efficient indeed has noticed a very important factor. In order to realize the government is free of corruption, the effectiveness, and efficiency of government activities, improving the quality of policy making and public services, the government announced a policy of bureaucratic reform. Each ministry/government institution is mandated to conduct bureaucratic reform through amendments to the areas which are a change of mindset, legislation, organization, governance, human resources personnel, oversight, accountability, and public services.

This working experience will be able to provide information that can be used as a guideline for the existence, organization development, and changes in the future. The changes may occur in almost all aspects. The organization structure, work assignments, job duties and responsibilities in MSS are subject to change. New jobs are established and existing jobs may change either abruptly as a result of re-organization, or gradually over time. In such cases, it is necessary to analyze and describe new or revised jobs in order to assure the proper evaluation.

4.2. Validity Test

Human resource is really important to achieve the vision and mission in the organization. It should be analyzed because the problems of human resource management may influence the performance. The research aims to obtain empirical evidence of independent variables to the dependent variable. It is widely recognized in the human resource literature that the rise of the motivation and leadership will lead to achieve an optimum performance.

In the research, the data has the highest position, because it is a description of the variable that is used to prove the hypothesis. The data determines the quality of the research result. A valid study means that if there are similarities between the data collected with the actual data occurred on the object under study. This research is compiled with the 126 samples and questionnaire based on 2012 Federal Employee Viewpoint Survey Codebook.

It needs to be checked to determine whether the instrument is valid or not. Validity test is the necessity of doing a research. Kelly (1927) stated that the concept of validity is a test that valid if it measures what it claims to measure. Validity test is to check the accuracy or fitness of a measuring instrument with what will be measured, in other words, a questionnaire is valid if the question is able to reveal something that will be measured. There are validity results from three main variables (performance, leadership, and motivation) as follows:

Table 2
Validity Test of Peformance
(Source: Primary Data, 2017)

Correlations

		P1	P2	P3	P4	P5	P6	Ptotal
P1	Pearson Correlation	1	,022	-,052	-,200*	,086	-,083	,255**
	Sig. (2-tailed)		,808	,566	,025	,338	,353	,004
	N	126	126	126	126	126	126	126
P2	Pearson Correlation	,022	1	,250**	,166	-,033	,184*	,516**
	Sig. (2-tailed)	,808		,005	,063	,718	,039	,000
	N	126	126	126	126	126	126	126
P3	Pearson Correlation	-,052	,250**	1	,430**	,314**	,120	,670**
	Sig. (2-tailed)	,566	,005		,000	,000	,183	,000
	N	126	126	126	126	126	126	126
P4	Pearson Correlation	-,200*	,166	,430**	1	,265**	,179*	,592**
	Sig. (2-tailed)	,025	,063	,000		,003	,045	,000
	N	126	126	126	126	126	126	126
P5	Pearson Correlation	,086	-,033	,314**	,265**	1	,119	,568**
	Sig. (2-tailed)	,338	,718	,000	,003		,186	,000
	N	126	126	126	126	126	126	126
P6	Pearson Correlation	-,083	,184*	,120	,179*	,119	1	,487**
	Sig. (2-tailed)	,353	,039	,183	,045	,186		,000
	N	126	126	126	126	126	126	126
Ptotal	Pearson Correlation	,255**	,516**	,670**	,592**	,568**	,487**	1
	Sig. (2-tailed)	,004	,000	,000	,000	,000	,000	
	N	126	126	126	126	126	126	126

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).

3 3

Table 3

Validity Test of Leadership

(Source: Primary Data, 2017)

Correlations

		L1	L2	L3	L4	L5	L6	Ltotal
L1	Pearson Correlation	1	-,002	,276**	-,180*	-,263**	-,212*	,243**
	Sig. (2-tailed)		,986	,002	,044	,003	,017	,006
	N	126	126	126	126	126	126	126
L2	Pearson Correlation	-,002	1	,058	-,034	-,152	-,100	,302**
	Sig. (2-tailed)	,986		,517	,704	,090	,265	,001
	N	126	126	126	126	126	126	126
L3	Pearson Correlation	,276**	,058	1	,012	-,170	,045	,477**
	Sig. (2-tailed)	,002	,517		,896	,056	,617	,000
	N	126	126	126	126	126	126	126
L4	Pearson Correlation	-,180*	-,034	,012	1	,268**	,253**	,513**
	Sig. (2-tailed)	,044	,704	,896		,002	,004	,000
	N	126	126	126	126	126	126	126
L5	Pearson Correlation	-,263**	-,152	-,170	,268**	1	,451**	,448**
	Sig. (2-tailed)	,003	,090	,056	,002		,000	,000
	N	126	126	126	126	126	126	126
L6	Pearson Correlation	-,212*	-,100	,045	,253**	,451**	1	,566**
	Sig. (2-tailed)	,017	,265	,617	,004	,000		,000
	N	126	126	126	126	126	126	126
Ltotal	Pearson Correlation	,243**	,302**	,477**	,513**	,448**	,566**	1
	Sig. (2-tailed)	,006	,001	,000	,000	,000	,000	
	N	126	126	126	126	126	126	126

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

*. Correlation is significant at the 0.05 level (2-tailed).

Table 4

Validity Test of Motivation

(Source: Primary Data, 2017)

Correlations

		M1	M2	M3	M4	M5	M6	Mtotal
M1	Pearson Correlation	1	-,080	,008	,156	-,008	,023	,398**
	Sig. (2-tailed)		,370	,928	,081	,931	,796	,000
	N	126	126	126	126	126	126	126
M2	Pearson Correlation	-,080	1	,008	-,099	-,139	,023	,260**
	Sig. (2-tailed)	,370		,928	,268	,122	,796	,003
	N	126	126	126	126	126	126	126
M3	Pearson Correlation	,008	,008	1	,103	,071	,055	,438**
	Sig. (2-tailed)	,928	,928		,252	,431	,543	,000
	N	126	126	126	126	126	126	126
M4	Pearson Correlation	,156	-,099	,103	1	,219*	,383**	,627**
	Sig. (2-tailed)	,081	,268	,252		,014	,000	,000
	N	126	126	126	126	126	126	126
M5	Pearson Correlation	-,008	-,139	,071	,219*	1	,248**	,489**
	Sig. (2-tailed)	,931	,122	,431	,014		,005	,000
	N	126	126	126	126	126	126	126
M6	Pearson Correlation	,023	,023	,055	,383**	,248**	1	,607**
	Sig. (2-tailed)	,796	,796	,543	,000	,005		,000
	N	126	126	126	126	126	126	126
Mtotal	Pearson Correlation	,398**	,260**	,438**	,627**	,489**	,607**	1
	Sig. (2-tailed)	,000	,003	,000	,000	,000	,000	
	N	126	126	126	126	126	126	126

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

*. Correlation is significant at the 0.05 level (2-tailed).

Every research conducted by using questionnaire method needs to be tested its validity. Validity test is useful to know the validity of the questionnaire that is used to obtain data from the respondents. Validity Test Product Moment Pearson Correlation uses the principle of correlating between each item score with the total score obtained. Each statistical test has a basis in decision-making as a reference to make a conclusion, in this validity test the basic decision-making is:

a. Seeing the value of significance.

    a. If the significance value < 0.05 then the instrument is valid.

    b. If the significance value > 0.05 then the instrument is invalid.

b. Comparing the Pearson Correlation (r xy) with the "r table product moment".

    a. r xy > r table

    If the value of Pearson Correlation (r xy) is greater than the value of "r table product moment", then questionnaire is valid.

    b. r xy < r table

    If value of Pearson Correlation (r xy) is less than "r table product moment", then questionnaire is invalid.

Based on the "r table product moment" with the number of samples 126 respondents on the significance of 0.05, the result of "r table product moment" is 0.175. Then, this number is compared with the value of Pearson Correlation (r xy) that exists on the output of SPSS. Overall result for Leadership (L) variable, Motivation (M) variable, and Performance (P) variable, the significance values are less than 0.05 and the values of Pearson Correlation are greater than 0.175, it means that all items in the questionnaire is valid and significant, so that it can be used as an instrument in conducting research.

4.3.   Normality Test

Data normality is a very basic assumption in multivariate analysis (Hair, 1995). This test is conducted to determine whether in the regression model above, the dependent variable or independent is normal distribution or not. In this study normality test can be done by looking at the histogram that compares the observation data with the distribution approaching the normal line. However, it should be recommended to be equipped with statistical tests in the form of Kolmogorov-Smirnov (goodness of fit).

The criteria in this test are as follows:

- if the probability/sig > 0.05, then it is normal distribution.

- if the probability/sig < 0.05, then the distribution is not normal.

Table 5

Normality Test with One-Sample Kolmogorov Smirnov

(Source: Primary Data, 2017)

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		126
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	1,30442401
Most Extreme Differences	Absolute	,106
	Positive	,082
	Negative	-,106
Kolmogorov-Smirnov Z		1,187
Asymp. Sig. (2-tailed)		,119

a. Test distribution is Normal.

b. Calculated from data.

From the result of the Kolmogorov-Smirnov, normality test is valued at the probability/sig = 0.119 and it is greater than 0.05, so it can be concluded that the residuals are normally distributed.

Figure 10

Normality Test with Histogram

(Source: Primary Data, 2017)

Histogram

Dependent Variable: Performance

Mean =-7.55E-16
Std. Dev. =0.963
N =126
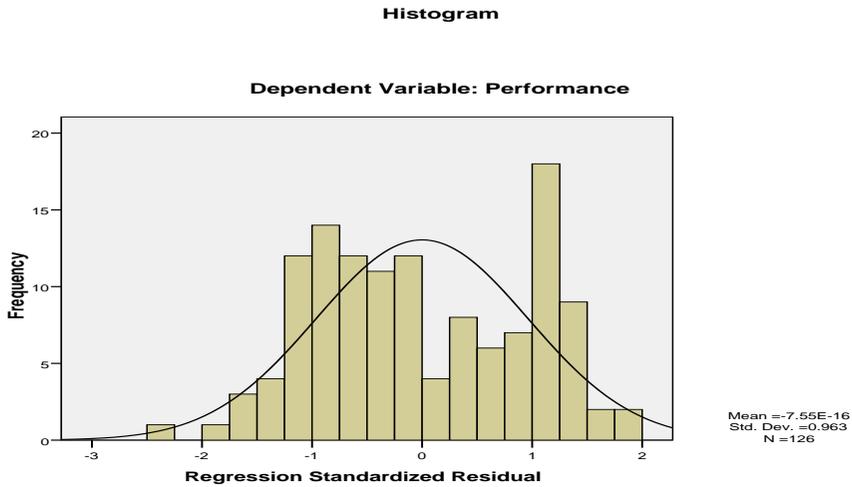
Figure 11

Normality Test with Normal P-P Plot

Regression Standardized Residual

(Source: Primary Data, 2017)

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Performance
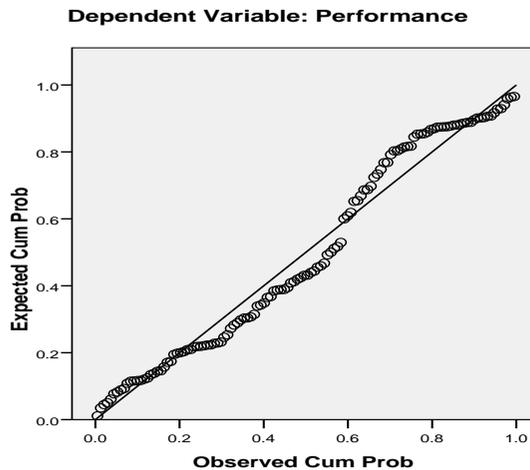
Normality test can be also analyzed by looking at the histogram and normal plot. In principle, normality can be detected by viewing the spread of data (dots) on the diagonal axis of the graph or by looking at the histogram of its residuals (Ghozali, 2001). By looking at the histogram, it appears that the residuals are normally distributed and symmetrically shaped to the right or left. While on a normal graph the plots of spreading points coincide around the diagonal, thus indicating that the residuals are normally distributed.

4.4. Multicollinearity Test

The multicollinearity test is conducted to determine whether in the regression model is found the correlation between independent variables. Multicollinearity means the dependent variable is present in the model that has a perfect or nearly perfect relationship. The method to test the presence or absence of multicollinearity can be done by looking at the value of variance inflation factor (VIF) and tolerance value for each independent variable. The criteria in this test are as follows:

- if an independent variable has a value of VIF > 10 and tolerance value < 0.10 then it means that multicollinearity has occurred.

- if the result of the analysis show VIF value < 10 and tolerance value > 0.10 then there is no multicollinearity.

Table 6
Multicollinearity Test
(Source: Primary Data, 2017)

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Leadership	,928	1,078
	Motivation	,928	1,078
	Gender	,954	1,048
	Age	,901	1,110
	Education	,919	1,088
	Grade	,906	1,103
	Work Commitment	,941	1,063
	Work Environment	,941	1,063
	Work Satisfaction	,942	1,061

a. Dependent Variable: Performance

The result of tolerance value shows that there is no independent variable that has tolerance value less than 0.10 which means there is no correlation between independent variables. The result of VIF value also shows the same thing that there is no one independent variable that has VIF value more than 10. So it can be concluded that there is no multicollinearity among independent variables in the regression model so that the model is reliable as the basis of the analysis.

4.5. Hypothesis Test

Hypothesis is a temporary answer to the research problem formulation. It is said temporarily because the answer given is based only on the theory and not yet using facts. Therefore, any research conducted has a hypothesis or a tentative answer to the research to be performed. From the hypothesis will be further research to prove whether the hypothesis is true or not true. Gujarati (2004) revealed that the decision to accept or reject hypothesis is made on the basis of the value of the test statistic obtained from the data at hand. Hypothesis test can be done with several tests as follows:

1. Regression Coefficients Test

Correlation analysis is a test to estimate the degree of relationship between variable which is stated by the coefficient correlation. The correlation between independent variable (X) and dependent variable (Y) can be described:

- Positive relationship means that if X increases then Y will increase too.

- Negative relationship means that if X decreases then Y will decrease too.

Table 7

Linear Regression Test

Independent Variable	Regression Coefficients	t	Significance
Leadership (X_1)	0.548	5.470	0.000
Motivation (X_2)	0.173	2.100	0.038
Gender (X_3)	- 0.218	- 0.883	0.379
Age (X_4)	- 0.104	- 0.626	0.532
Education (X_5)	0.184	0.651	0.516
Grade (X_6)	0.062	0.245	0.807
Work Commitment (X_7)	0.072	0.831	0.408
Work Environment (X_8)	0.003	0.028	0.978
Work Satisfaction (X_9)	0.048	0.481	0.632

Constant   =   4.316

F   =   4.960

Sig F   =   0.000

Multiple Regression Analysis Model:

$$Y = 4.316 + 0.548\ X_1 + 0.173\ X_2 - 0.218\ X_3 - 0.104\ X_4 + 0.184\ X_5$$
$$+ 0.062\ X_6 + 0.072\ X_7 + 0.003\ X_8 + 0.048\ X_9 + e$$

From the equation above, the value of constant is positive 4.316 it means if there are no independent variables, Performance (Y) has value 4.316. The value of regression coefficients are positive, then it means Leadership (X_1), Motivation (X_2), Education (X_5), Grade (X_6), Work Commitment (X_7), Work Environment (X_8), Work Satisfaction (X_9) have positive relationship to the Performance (Y). In the other side, the value of regression coefficients are negative, then it means Gender (X_3) and Age (X_4) have negative relationship to the Performance (Y).

2. T-test

T-test is used to check the significance from the influence of independent variable to the dependent variable. Leadership and motivation are significant to the performance because having the value of significance less than 0.05.

Table 8

T-Test

(Source: Primary Data, 2017)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,316	5,603		,770	,443
	Leadership	,548	,100	,448	5,470	,000
	Motivation	,173	,082	,172	2,100	,038
	Gender	-,218	,247	-,071	-,883	,379
	Age	-,104	,166	-,052	-,626	,532
	Education	,184	,283	,054	,651	,516
	Grade	,062	,254	,020	,245	,807
	Work Commitment	,072	,086	,068	,831	,408
	Work Environment	,003	,102	,002	,028	,978
	Work Satisfaction	,048	,100	,039	,481	,632

a. Dependent Variable: Performance

3. F-test

   F-test is used to check whether independent variables influence to the dependent variable simultaneously at the same time. The criteria in the F-test are as follows:

a. Seeing the value of significance

   - if the significance < 0.05, then independent variables are significant to the dependent variable.

   - if the significance > 0.05, then independent variables are not significant to the dependent variable.

b. Comparing the result of F-test with the "F table distribution".

   - F test > F table

   If the result of F-test (F test) is greater than the value of "F table of distribution", then the independent variables influence simultaneously to the dependent variable.

   - F test < F table

   If the result of F-test (F test) is less than the value of "F table of distribution", then the independent variables don't influence simultaneously to the dependent variable.

Table 9

F-Test

(Source: Primary Data, 2017)

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	81,849	9	9,094	4,960	,000[a]
	Residual	212,690	116	1,834		
	Total	294,540	125			

a. Predictors: (Constant), Work Satisfaction, Gender, Motivation, Work Environment, Education, Leadership, Work Commitment, Grade, Age

b. Dependent Variable: Performance

4 2

Based on the "F table of distribution" with the number of samples 126 respondents on the significance of 0.05, the result of "F table of distribution" is 1.96. Then, this number is compared with the value of F-test that exists on the output of SPSS, the value of output F is 4.960 with significance 0.000. It means the regression model can be used to predict Performance (Y) because Leadership (X1), Motivation (X2), Education (X5), Grade (X6), Work Commitment (X7), Work Environment (X8), Work Satisfaction (X9) have influence simultaneously to the Performance (Y).

4. Coefficient of Determination Test

This test is to predict how much the influence of independent variable to the dependent variable. The number of coefficient determination can be checked on the output of regression linear test, namely with Adjusted R Square. Ghozali (2006) stated that the suggestion to use Adjusted R Square for evaluating the regression model. Unlike the R square, the value of Adjusted R Square can increase or decrease if one variable is inserted to the model.

Table 10

Adjusted R Square Test

(Source: Primary Data, 2017)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,527[a]	,278	,222	1,354

a. Predictors: (Constant), Work Satisfaction, Gender, Motivation, Work Environment, Education, Leadership, Work Commitment, Grade, Age

From the result of calculation with using SPSS, the value of Adjusted R Square is 0.222 or 22.2 %. It means the influence of variable independent to the dependent variable is 22.2 % meanwhile the 77.8% (from 100%-22.2%) is influenced by another variable which comes outside from this research.

4.6. Result

After analyzing the research, it declares clearly that the independent variable is the one that provides the influence and the dependent variable is the one that receives the influence. The research uses multiple regression analysis with program of SPSS 15.0 and the hypothesis result will be discussed as follows:

1. Leadership is positively correlated with performance in Ministry of State Secretariat of the Republic of Indonesia.

Analysis:

It explains that between leadership and performance, there is a positive relationship. The leadership influences significantly to the performance because of having the significance less than 0.05. It can be refereed that if there is an effort to have good leadership style, then the result of performance will be better.

Leadership may be critical to every organization because it is the process of motivating a group of people to act towards accomplishing a common task. The subordinates need a leader to look to, learn from, and thrive with. In some theories, leadership styles vary but a good leader will combine the strategy and adjust with the organization's situation.

2. Motivation is positively correlated with performance in Ministry of State Secretariat of the Republic of Indonesia.

Analysis:

It explains that between motivation and performance, there is a positive relationship. The motivation influences significantly to the performance because of having the significance less than 0.05. It can be refereed that if there is an effort to raise the motivation factor, then the result

of performance will be higher. Everything in the organization may become the motivation factor to the person while doing the task. Motivation will have a contribution to the performance.

Performance is a description of the level of achievement of the implementation of an activity, program, and policy in realizing the goals, vision, and mission of the organization. It relates to the responsibility of the individual or organization in carrying out what is the authority and responsibility given to it. Performance is an achievement or assessment of the work achievement of a person or group with regard to the tasks that are assigned. To know someone's performance, it can be analyzed from the achievement of work in achieving predetermined job standards.

A leader is required to coordinate the human resources who can lead to the desired goal through various leadership behaviors that enable to instill confidence and respect, treat employees as colleagues, do innovation in problem solving, the transmission of values and ethical principles, and providing challenging goals while communicating a vision for the future. Motivation is also very important because it is a drive and a driving force that affects certain behaviors, as well as efforts to foster for personal life concerned. To overcome various human resource problems, a systematic effort is needed in increasing the capacity of human resources in order to be able to work optimally in providing the best service. This can only be achieved through the improvement of human resource capacity in various aspects such as intellectual, managerial, and behavioral aspects.

CHAPTER V:
DISCUSSION AND CONCLUSION

5.1. Discussion

Secretariat of President, Secretariat of Vice President, and Military Secretariat of President collaborate with one another to struggle for reaching their goals. It is essential because it can influence the result of the organizational performance for Ministry of State Secretariat of the Republic of Indonesia. The government officials must have a clear understanding of the performance of the government sector along with a strong vision for the future. They should be more focused on long-term strategy and the creative process involved in building a vision. The vision will ensure that the goal is clear and not lost in the process.

This purpose of research aims to determine and examine the influence of leadership and motivation to the performance. The population is the employees of Ministry of State Secretariat of the Republic of Indonesia and the samples are 126 respondents. The data in the research is primary data. The multiple linear regressions analysis is used as the data analysis technique which is meant to calculate the magnitude of the coefficient of the regression to show the magnitude of the influence of leadership and motivation to the performance. The feasibility model test shows that leadership and motivation simultaneously have significant influence to the performance in Ministry of State Secretariat of the Republic of Indonesia. The result of the examination of t-test shows that leadership and motivation have positive relationship significantly to the performance.

5.2. Conclusion

From the result of research, it can be concluded that leadership and motivation has influence to the performance. Every organization will always strive to improve performance in the aim of goal organization can be achieved. Various ways will be taken to improve performance such as having a good leadership style and giving motivation to the employees. Leadership is an important factor in giving direction to employees who can be empowered. Being a leader has a deeper meaning than just a label or position given to a person. A leader is someone who is capable of influencing subordinates to achieve organizational goals. A leader is a symbol of the existence of the organization. The role of leader in an organization is very important, not only internally for the organization concerned, but also within facing various problems outside of the organization.

A leader's task is also responsible for fostering employee motivation. Motivation is needed for employees so that they can improve her performance to obtain a higher achievement. Motivating a person is not easy. Having an honorable job and working in an institution which has good reputation are not yet a guarantee that employees will automatically work in earnest. Achieving a high level of performance is not solely due to high salaries and adequate work facilities but can also by other things that can increase the spirit or passion of employees through the development of human resources. In this regard, leadership and motivation are important so that people will give the best of themselves for the sake of organization progress.

5.3. Limitations and Future Research

In the organization, a leader is requested to have a big responsibility and able to lead an activity or project. A good performance is not only judged by the skill but also from the way of person can lead and influence the colleagues to achieve the organization goals. A leader must contribute to the empowerment of subordinates. A leader is required to motivate the subordinates for always increasing their performance. Based on the results of data analysis conducted, the great leadership and motivation create the better performance and vice versa. Employees will be able to actualize their work and produce optimal results if their leader giving a support.

The limitations of this study claim there are many factors that can give impact to the performance but only focus on the result of main variables (leadership and motivation). The three-year periods of 2014-2016 indicate that in those years the Secretariat of President, Secretariat of Vice President, and Military Secretariat of President always increase their performance. The use of leadership and motivation factors as main variables is based on the result of the organizational performance report.

Furthermore, the future research should have a more enriched model by having comparisons over time, it can be suggested to have a longer period to analyze annual performance, for example, five years or more. There should be also comparisons with other institutions. This research has been done in Ministry of State Secretariat, it will be better if it is also reviewed in many ministries. The result can be used as input and determine policies to develop strategies to further enhance employees' performance.

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APPPENDIX

A. Demographic Data

Before proceeding to the main questions, please fill the following background information. Mark with a circle in the answer of your choice or fill in the space provided as the question may be.

1. Name:
2. Gender :
   a. Male.
   b. Female.
3. Age:_____ years old.
4. Education:
   a.   Bachelor Degree.
   b.   Master's Degree.
   c.   Others.
5. Grade/Position:_____.

INSTRUCTION:

The answers to this questionnaire should describe the various aspects of the work performed, therefore, be as thorough and detailed as possible when completing this questionnaire. Please read carefully and answer each of the following questions by giving a mark to the number with the answer that most closely describes you. Thank you for your participation in this research. Your assistance is highly appreciated.

B. Performance

No.	Statement	Answer				
		Really disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1.	My agency is successful at accomplishing its mission.					
2.	My talents are used well in the workplace.					
3.	When needed, I am willing to put in the extra effort to get a job done.					
4.	Discussions with manager/ supervisor/team leader about my performance are worthwhile.					
5.	Promotions in my work unit are based on merit.					
6.	Awards in my work unit depend on how well employees perform their jobs.					

C. Leadership

No.	Statement	Answer				
		Really disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1.	My work unit is able to recruit people with the right skills.					
2.	Discussions with my manager/ supervisor/team leader about my performance are worthwhile.					
3.	Manager/ supervisor/ team leader provides me with opportunities to demonstrate my leadership skills.					
4.	Manager/ supervisor/ team leader works well with employees of different backgrounds.					
5.	Manager/supervisor /team leader communicates the goals and priorities of the organization.					
6.	Manager/supervisor /team leader reviews and evaluate the organization's progress toward meeting its goals and objectives.					

D. Motivation

No.	Statement	Answer				
		Really disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1.	I like the kind of work I do.					
2.	I have enough information to do my job well.					
3.	The work I do is important.					
4.	I am constantly looking for ways to do my job better.					
5.	I am given a real opportunity to improve my skills in my organization.					
6.	My training needs are assessed.					

E. Work Commitment

No.	Statement	Answer				
		Really disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1.	I am held accountable for achieving results.					
2.	I feel encouraged to come up with new and better ways of doing things.					
3.	I know how my work relates to the agency's goals and priorities.					
4.	The skill level in my work unit has improved in the past year.					
5.	How would you rate the overall quality of work done by your work unit?					
6.	I recommend my organization as a good place to work.					

F. Work Environment

No.	Statement	Answer				
		Really disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1.	I have sufficient resources (for example, people, materials, budget) to get my job done.					
2.	Physical conditions (for example: noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.					
3.	The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.					
4.	Employees in my work unit share job knowledge with each other.					
5.	Manager/supervisor /team leader in my work unit supports employee development.					
6.	Managers support collaboration across work units to accomplish work objectives.					

G. Work Satisfaction

No.	Statement	Answer				
		Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
1.	How satisfied are you with the recognition you receive for doing a good job?					
2.	How satisfied are you with your involvement in decisions that affect your work?					
3.	How satisfied are you with the training you receive for your present job?					
4.	How satisfied are you with the information you receive from management on what's going on in your organization?					
5.	How satisfied are you with your job?					
6.	How satisfied are you with your organization?					

인도네시아 정부사무국 성과보고에서의 공무원 역할에 관한 연구

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글로벌행정전공

성과란 조직의 목표를 실현하기 위한 구성원들 간 협력의 결과이다. 책임이 부여된 피고용인은 자신들의 일에 대해 더 열정적으로 임하고 자신들의 과업을 성취하는 데에 더욱 열중하는 경향이 있다. 이 연구는 리더십과 동기부여가 인도네시아 공화국 국무성의 성과에 어떤 영향을 미치는가를 밝히는 데 그 목적이 있다. 본 논문은 126 명의 응답자를 표본으로 하고 있다. 분석 결과 리더십과 동기부여에 대한 회귀계수는 정의 관계를 나타내었다. T-test 결과 0.05 미만의 유의도를 보였다. F-test 값은 0.000 의 유의도를 가졌으며, 그 값은 4.960 으로 나타났다. 그러므로 리더십과 동기부여는 성과와 양의 상관관계에 있음을 본 연구를 통해 알 수 있다.