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MANAGERIAL PERFORMANCE MODEL OF INDONESIAN GOVERNMENT

MUSTHAFA LUTHFI¹, ALBETRIS², SUMANTRI³, ARIS TRIYONO⁴,

¹ Faculty of Economics, Sekolah Tinggi Ilmu Ekonomi Jambi, Indonesia

² Faculty of Economics, Batanghari University Jambi, Indonesia

³ Faculty of Economics, Graha Karya University, Indonesia

⁴ Faculty of Economics, Institute Technology Business Indragiri (ITB - indragiri), Indonesia

E-mail: ² albetris90@gmail.com

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Abstract

This study aims to determine the Managerial Performance Model of Regional Heads in Indonesia. This research is a quantitative research using WarPls 07 to process data. This research was conducted on the Government Indonesia. The sampling technique used is probability sampling technique. The sample is calculated using Slovin with an error rate of 5% where 230 respondents were selected. Test results The Effect of Managerial Performance on Political Will Perception, Servant Leadership on Political Will Perception, Public Service Motivation on Political Will Perception, Political Will Perception on Executive Job Satisfaction, Public Service Motivation Against Executive Job Satisfaction, Managerial Performance Against executive job satisfaction Through Political Will Perception, Servant Leadership Against executive job satisfaction through Political Will Perception and Public Service Motivation executive job satisfaction Through Political Will Perception has positive and significant influence, only Managerial Performance on Executive Job Satisfaction that shows Not there is positive and significant influence. This study can concluded that almost all variables have influence to performance managerial

Keywords: Managerial Performance, Servant Leadership, Public Service Motivation, Political Will Perception, Executive Job Satisfaction

INTRODUCTION

the researcher's knowledge, previous researchers have not studied many articles/papers from international journals and several national journals related to this research topic. From the results of research mapping, there are still many differences, it can be concluded that there is still no agreement on a good model to measure the performance of regional heads in Indonesia.

For the issue of servant leadership and political will, there are not many studies that support and link them empirically, but how is the fact that almost all regional heads are leaders of political parties Who have to lobby DPRD every year to achieve the goals of government organizations and we often hear regional heads dealing with the law for the process of determining the APBD.

The issue of job satisfaction as a mediating variable of the influence of servant leadership on managerial performance that the authors successfully summarize, leadership style has a significant effect on employee performance through job satisfaction. Servant leadership can affect the behavior of organizational members through job satisfaction, job satisfaction has a positive influence on relationships between servant leadership and organizational performance. Job satisfaction and organizational commitment can mediate the relationship between budgetary participation and managerial performance. Job satisfaction

mediates the influence of organizational culture on performance, employee satisfaction can mediate the effect of compensation on performance, there is a positive and significant effect of financial and non-financial compensation on employee performance through job satisfaction, job satisfaction and perceived innovation are not able to mediate the effect of budget participation on managerial performance. There have not been many supporting studies to empirically prove the influence of servant leadership on public service motivation, and there are differences in the antecedent findings of public service motivation.

LITERATURE REVIEW

Managerial Performance

The achievement of organizational goals shows the work or work performance of the organization and shows it as organizational performance or performance. The results of the organization's work are obtained from a series of activities carried out by the organization. Organizational activities can be managers of organizational resources and work implementation processes needed to achieve organizational goals. To ensure that these activities can achieve the expected results, management efforts are needed in implementation activity.

From the perspective of the objectives and benefits of performance appraisal According to Darmawan, (2017) the main objectives of performance appraisal are: "to motivate personnel in achieving organizational strategic goals and in complying with predetermined standards of behavior, in order to produce actions and results desired by the organization. Meanwhile, according to the benefits of performance appraisal are for make Effective and efficient organization operations through maximum personal motivation. Personnel training and development needs and to provide criteria for selection and evaluation of personnel training programs is A basis for distributing awards. The measurement of Servant Leadership in this study uses future measurements, the results of the Organizational Leadership Assessment can be correlated with organizational outcomes such as productivity, staff morale, customer service, or absenteeism, then the instrument can be used to predict the probability of success in organizational units.

Collins & Payne, (1991) guide to scale development consists of eight steps: (a) clearly define what you want to measure, (b) generate a set of items, (c) define a measurement format, (d) have the initial items reviewed by a panel of experts, (e) considering inclusion of validation items, (f) managing items to an administrative sample, (g) evaluating items, and (h) optimizing scale length.

Servant Leadership

Employees' perceptions of leadership serving their immediate superiors are also positively related to employee reported job satisfaction and organizational commitment (Washington & A, 2007). Participatory leadership is positively related to employee job engagement and job satisfaction. Employee job involvement mediates the relationship between participatory leadership and job satisfaction. The positive relationship between participatory leadership and job satisfaction is stronger when employees have more fun at work Norman et al., (2015).

Identification of leadership patterns plays an important role in influencing organizational performance. Managers are always faced with the problem of dissatisfaction, a decrease in the desired function and a change of manager due to dissatisfaction. So that the pattern of leadership is an important variable in determining organizational aspects, work design, type of leadership and organizational structure (Olesia et al., 2013). Research conducted Nurlatifah & Suratman, (2021) provides data for research into servant leadership

behavior affecting job satisfaction and nursing staff retention. The servant leadership variable has a significant effect on job satisfaction Mahembe & Engelbrecht, (2013). Research Aboramadan et al., (2020) on permanent workers at University X, the results of the Leadership service research have a significant effect on job satisfaction. Research Beugelsdijk et al., (2010) reveals that servant leadership and employee satisfaction are strongly correlated. Research Roberts, (2016) shows a relationship between servant leadership, work autonomy and job satisfaction. Research Erdurmazlı, (2019) found a strong positive correlation between servant leadership and intrinsic and extrinsic job satisfaction, servant leadership has a positive effect on job satisfaction Asag-Gau, (2011). Research Bozer & Sarros, (2012) shows that leadership is an important variable that results in high job satisfaction. Servant leadership produces several significant effects on satisfaction with the leader Abbott et al., (2005). Leadership style has a significant effect on job satisfaction Antasurya, (2013). Research conducted Aflah et al., (2021) showed that servant leadership was positively related to employee job satisfaction. The results of the study (Hidayat et al., 2020) show that servant leadership has a positive effect on job satisfaction. The results of the study (RP Setyaningrum et al., 2017) that servant leadership has a significant relationship with customer satisfaction. Haar & Brougham, (2022) prove the strong relationship between servant leadership and job satisfaction.

This relationship can be seen from the process of determining the APBD through the following stages:

1. Submission and Discussion of Raperda on APBD
2. Evaluation of the Raperda on the APBD and the Draft Regional Head Regulation on the Elaboration of the APBD
3. Stipulation of Regional Regulation on APBD and Regional Head Regulation on Elaboration of APBD

With regard to employee satisfaction, Mitchell, (1927) says that the factors that influence employee job satisfaction include:

1. Job clarity which includes: roles, work environment and work to be produced.
2. Contents of work that include standardization and specialization so that employees know what and how to do their job

Both of these are included in the definition of the work of subordinates who must be influenced by the leadership of the organization. In the context of management, James A. F. Stoner, (2010) says that the interaction between various human resources requires an element of leadership, because management as a process contains various implications of planning, organizing, and controlling activities.

Political Will

Measurement of Political Will with Dimensions and indicators of political will with the definition of commitment to support DPRD members according to their functions can be done with question items according to indicators with a five-point response format used with strongly disagree (1) and strongly agree (5) as the final point . The measurement of political will offered by Mintzberg (1983) (Treadway et al., 2005) is intrinsic motivation and need for achievement .

When discussing the success or failure of a government we often hear that the lack of political will affects it (Post, Raile, & Raile, 2010). (Treadway, Hochwarter, Kacmar, & Ferris, 2005) (Kapoutsis, Papalexandris, Treadway, & Bentley, 2017). Individuals who have high political skills show a positive linear relationship with work outcomes as political will increases JN Harris et al., (2016).

Political Will as a mediating variable can also be seen from the process of determining the APBD through the following stages:

1. Submission and Discussion of Raperda on APBD

According to the provisions of Article 104 of Permendagri No. 13 of 2006, the Raperda and its attachments that have been prepared and disseminated to the public to be further submitted by the regional head to the DPRD no later than the first week of October of the previous budget year from the planned budget year for mutual approval. This joint decision-making must have been carried out no later than 1 (one) month before the start of the relevant fiscal year. On the basis of this mutual agreement, the regional head prepares a draft regional head regulation on the APBD which must be accompanied by a financial memorandum. The APBD Raperda includes, among other things, a mutually agreed expenditure plan. This Raperda APBD can only be implemented by the regency/city government after obtaining approval from the relevant Governor. Furthermore, according to Article 108 paragraph (2) of Permendagri Number 13 of 2006, if within 30 (thirty days) after the submission of the Raperda on APBD the Governor does not ratify the Raperda, then the regional head (Regent/Mayor) has the right to stipulate the Raperda as a Regulation of the Regional Head.

2. Evaluation of the Raperda on the APBD and the Draft Regional Head Regulation on the Elaboration of the APBD

The approved Regency/Municipal Government APBD Raperda and the draft Regional Head Regulation concerning the Elaboration of the APBD before being stipulated by the Regent. The Mayor must be submitted to the Governor for evaluation within a maximum of 3 (three) working days. This evaluation aims to achieve harmony between regional policies and national policies, harmony between public interests and the interests of the apparatus, as well as to examine the extent to which district/city APBD do not conflict with public interests, higher regulations and/or other regional regulations. The results of this evaluation must be stated in the governor's decision and submitted to the regent/mayor no later than 15 (fifteen) working days from the receipt of the Raperda APBD.

3. Stipulation of Regional Regulation on APBD and Regional Head Regulation on Elaboration of APBD

The final stage is to stipulate a regional regulation draft on the APBD and the draft regional head regulation on the elaboration of the APBD which has been evaluated to become a Regional Regulation on the APBD and a Regional Head Regulation concerning the Elaboration of the APBD no later than December 31 of the previous fiscal year. After that, the Regional Regulation and Regional Head Regulation concerning the elaboration of the APBD shall be submitted by the Regent/Mayor to the relevant Governor no later than 7 (seven) working days after the date of stipulation.

From the process of determining the APBD, it is clear that the managerial performance of echelon II and III officials is influenced by the political will of DPRD members and the leadership of the regional head and the political will of DPRD members is influenced by the leadership of the regional head .

Job Satisfaction

As it is known that job satisfaction is the general attitude of employees towards their work. The job usually demands interaction with his royal relatives and superiors, following company rules and policies, meeting performance standards, and living in less than ideal conditions. Therefore, an employee's assessment of feeling satisfied or dissatisfied with his job is a complex summation of a number of discrete (different and separate) job elements Zu et al., (2010).

According to Pearce et al., (1987) there are two approaches that can be used to measure job satisfaction, namely: (1) Single Global Rating (single global score) and (2) Summation Score (summation score).

Public Servant Motivation

(Perry, 1996) offers the first attempt to measure PSM empirically. Starting from the norm-based, affective and rational motives, on which the concept of PSM is built, it derives six dimensions: (i) attractiveness for policy making, (ii) self-sacrifice, (iii) commitment to the public interest, (iv) compassion, (v) citizenship obligations and (vi) social justice. Public service motivation is measured by (Perry, 1996) using a 5-point Likert scale where 1 = strongly disagree and 5 = strongly agree. Question item scale 13 from (Gould-Williams et al., 2015)

Sanjay K. Pandey and Edmund C. Stazyk wrote about the antecedents and correlations of public service motivation in (Perry & Hondeghem, 2008) three categories of explanations as antecedents of public service motivation, namely socio-demographic factors, social institutions, and organizational factors. While the first category is largely atheoretical, the last two categories of explanation are rooted in institutional theory Perry & Hondeghem, (2008). As correlations, we discuss reward preferences, job satisfaction, and organizational commitment. Other correlations discussed in the literature (e.g. performance, organizational and interpersonal citizenship behavior, goal commitment, and mission valence)

Individual prosocial behavior in the workplace that gets a lot of attention from researchers is organizational citizenship behavior. Organizational citizenship behavior is defined as the freedom of individual behavior that does not directly promote the efficient and effective functioning of the organization, in the form of; helping, awareness, obedience, sportsmanship and defending the organization (Aboramadan et al., 2020; Mahembe & Engelbrecht, 2013; Roberts, 2016).

Using statistical methods in analyzing books, articles or other publications (bibliometrics), Marques, (2020) has collected and analyzed 61 publications on leadership and motivation for public services, the findings show that there are routine publications from 2008 and 74% of articles were published from 2014 to 2017 .

METHOD

Study this use method quantitative . Data processing and testing hypothesis use WarPLS version 7.0. Study this conducted on Regional Leaders in the Government of Indonesia. retrieval technique sample use Probability sampling technique with proportionate stratified random sampling. Sample calculated with use Slovin with level 5% error where Population 540 and sample selected 229.78 rounded up to 230 respondents .

RESULTS AND DISCUSSION

Characteristics Respondent

The sample in this study is 230 people who are respondents in this study . The sample in this study were officials echelons II and III of the Government in Indonesia .

Table 1. Characteristics of Respondents

Characteristics of Respondents		Total	Percentage
Gender	Male	169	73%
	female	61	27%
age	25-30	0	0%
	31-40	30	13%
	41-50	76	33%
	51-60	124	54%
Work Term	1-10 years	2	1%
	11-15 years	28	12%
	15-20 years	83	36%
	21-30 years	117	51%
Educational Background	S1	96	42%
	S2	106	46%
	S3	28	12%
Marital Status	Married	212	92%
	Not Married	8	3%

Evaluation (Measurement Model) and Validity Convergent (Convergent Validity)

First steps taken _ is with method test indicators in models for meet convergent validity. According to Hair in book Sholihin & Ratmono (2021) terms fulfillment validity convergent that is loading value of each construct worth > 0.70 and significant $p < 0.05$. However in a number of case , often loading conditions > 0.70 no fulfilled specifically for new questionnaire _ developed . because of that if loading value above 0.40-0.60 then need considered for permanent maintained or no . In part big reference weight factor of 0.50 or more considered have sufficient validation _ strong for explain latent constructs (Hair et al, 2010; Ghozali , 2008). Even though in some reference others (Ferdinand, 2000) explain that the weakest loading that can be received is 0.40. Indicator with loading below 0.40 must be removed of the models.

Table 2. Convergent validity that can be seen in the output of combined loadings and cross loadings after a number of statement removed / removed

VARIABLE	INDICATOR	LOADING FACTOR	SE
Managerial Performance (KM)	KM1; KM2; KM3; KM4;	0.637; 0.498; 0.605;	0.074; 0.077; 0.075;
	KM5; KM6; KM7; KM8;	0.603; 0.760; 0.630;	0.075; 0.072; 0.074;
	KM9; KM10; KM11;	0.173; 0.275; 0.535;	0.083; 0.081; 0.076;
	KM12; KM13; KM14;	0.631; 0.690; 0.647;	0.074; 0.073; 0.074;
	KM15; KM16; KM17;	0.749; 0.718; 0.484;	0.072; 0.073; 0.077;
	KM18; KM19; KM20;	0.757; 0.730; 0.673;	0.072; 0.073; 0.074;
	KM21; KM22; KM23;	0.422; 0.527; 0.749;	0.078; 0.076; 0.072;
	KM24;	0.404; 0.573; 0.364	0.078; 0.075; 0.079
Servant Leadership (KYM)	KYM1; KYM2; KYM3;	0.768; 0.706; 0.704;	0.072; 0.073; 0.073;

	KYM4; KYM5; KYM6;	0.693; 0.624; 0.695;	0.073; 0.074; 0.073;
	KYM7; KYM8; KYM9;	0.716; 0.591; 0.609;	0.073; 0.075; 0.075;
	KYM10; KYM11; KYM12;	0.776; 0.618; 0.544;	0.072; 0.074; 0.076;
	KYM13; KYM14; KYM15;	0.657; 0.657; 0.645;	0.074; 0.074; 0.074;
	KYM16; KYM17; KYM18	0.647; 0.359; 0.561	0.074; 0.079; 0.075
Political will (PW)	PW1; PW2; PW3; PW4;	0.757; 0.711; 0.804;	0.072; 0.073; 0.071;
	PW5; PW6; PW7; PW8	0.828; 0.545; 0.767;	0.071; 0.076; 0.072;
		0.804; 0.492	0.071; 0.077
Job Satisfaction (KKM)	KKM1; KKM2; KKM3;	0.370; 0.482 0.624;	0.079; 0.077; 0.074;
	KKM4; KKM5; KKM6;	0.686; 0.692; 0.470;	0.073; 0.073; 0.077;
	KKM7; KKM8; KKM9;	0.682; 0.698; 0.519;	0.073; 0.073; 0.076;
	KKM10; KKM11;	0.673; 0.610; 0.597;	0.074; 0.075; 0.075;
	KKM12; KKM13;	0.571; 0.649; 0.597;	0.075; 0.074; 0.075;
	KKM14; KKM15;	0.543; 0.702; 0.734;	0.076; 0.073; 0.072;
	KKM16; KKM17; KKM18	0.682; 0.802	0.073; 0.071
	KKM19; KKM20		
Public Servant Motivation (MPP)	MPP1; MPP2; MPP3;	0.768; 0.782; 0.840;	0.072; 0.072; 0.071;
	MPP4; MPP5; MPP6;	0.703; 0.724; 0.702;	0.073; 0.073; 0.073;
	MPP7; MPP8; MPP9;	0.691; 0.601; 0.213;	0.073; 0.075; 0.082;
	MPP10; MPP11; MPP12;	0.658; 0.028; 0.358;	0.074; 0.085; 0.079;
	MPP13	0.400	0.078

Source : Warp-PLS result data, 2023

Based on Table 1, it can be seen that there are eight a statement with a loading value of less than 0.40, namely KM.7. KM.8, KM.24, K Y M1 7, K K M. 1 . MPP 9, MPP 11, and MPP 12 so they need to be removed/abolished. Furthermore, to further prove and convince again, it can be seen in the Output value of AVE and Composite Reliability . Based on the table, it can be seen that there is no correlation with indicators whose value is smaller than the correlation of variables with other indicators. So it can be interpreted that discriminant validity has been met.

Validity Discriminant (Discriminant Validity)

Test Validity Discriminant could seen from score Average Variant Extracted (AVE) > 0.5 , then Average Variance Extracted (AVE) value can be seen in table 2. The output of the latent variable coefficient as following :

Table.3. Variable Latent Output coefficient

Items	X1_KM	X2_KYM	Y_PW	Z_KKM	X3_MPP
R-squared coefficients			0.343	0.603	
Adjusted R-squared coefficients			0.328	0.594	
Composite reliability coefficients	0.925	0.928	0.895	0.927	0.875
Cronbach's alpha coefficient	0.914	0.917	0.863	0.916	0.841
Average variances extracted	0.356	0.422	0.523	0.393	0.386

Full collinearity VIFs	2633	2225	1881	2078	2139
Q-squared coefficients			0.346	0.596	
Min	-1591	-1976	-3021	-2301	-1745
Max	2456	2236	2209	2892	1958
median	-0.194	-0.007	0.008	-0.117	-0.325
Mode	-0.941	0.009	0.008	0.062	-1382
Skewness	0.537	0.506	-0.024	0.912	0.138
Exc. Kurtosis	-0.636	-0.541	0.359	1198	-1202

Based on Table 2 , it can be seen that not all AVE values are above 0.50. The minimum recommended AVE value is 0.5 (Fornell and Lacker, 1981 in Sholihin and Ratmono, 2013:73). The variables whose values are below 0.50 are Managerial Performance , Servant Leadership , Satisfaction Manager Work and Motivation Public Service , while *Political will* perception already above 0.50, but in the case of AVE less than 0.5 but the composite reliability (CR) is higher than 0.6 which is 0.900, then the convergent validity of the construct is still adequate (Fornell & Larcker, 1981).

Composite Reliability

Composite Reliability Value for Variable Variables in research this could calculated based on results Variable Latent Output Calculation coefficient , Test Composite Reliability could seen from Composite Reliability (AVC) and Cronbach's alpha coefficient values > 0.7

Table 4 Latent Variables coefficient

Items	X1_KM	X2_KYM	Y_PW	Z_KKM	X3_MPP
Composite reliability coefficients	0.925	0.928	0.895	0.927	0.875
Cronbach's alpha coefficient	0.914	0.917	0.863	0.916	0.841

Based on Table 3 , it can be seen that composite reliability and Cronbach's alpha for each variable are already greater than 0.70. This shows that all variables are reliable or can be relied upon as variables. It can be concluded that all construct variables meet the reliability requirements, and can be analyzed further.

Evaluation of the Structural Model (Inner Model) Determination Coefficient

Based on Table 4 , it is known that the fit and quality indices model for all criteria meets the requirements so that the research model can be used as an analysis.

Table 5 Test Results of Fit and Quality Indices Model

No	Model Fit and Quality Indices	Fit Criteria
1	Average path coefficient (APC)=0.263, P<0.001	P<0.05
2	Average R-squared (ARS)=0.473, P<0.001	P<0.05
3	Average adjusted R-squared (AARS)=0.461, P<0.001	P=0.14
4	Average block VIF (AVIF)=1.789, acceptable if <= 5, ideally <= 3.3	Acceptable if <= 5, ideally <= 3.3
5	Average full collinearity VIF (AFVIF)=2.191, acceptable if <= 5, ideally <= 3.3	Acceptable if <= 5, ideally <= 3.3
6	Tenenhaus GoF (GoF)=0.444, small >= 0.1, medium >= 0.25, large >= 0.36	small >= 0.1, medium >= 0.25, large >= 0.36

7	Sympson's paradox ratio (SPR)=1.000, acceptable if ≥ 0.7 , ideally = 1	Acceptable if ≥ 0.7 , ideally = 1
8	R-squared contribution ratio (RSCR)=1,000, acceptable if ≥ 0.9 , ideally = 1	Acceptable if ≥ 0.9 , ideally = 1
9	Statistical suppression ratio (SSR)=1.000, acceptable if ≥ 0.7	Acceptable if ≥ 0.7
10	Nonlinear bivariate causality direction ratio (NLBCDR)=1.000, acceptable if ≥ 0.7	Acceptable if ≥ 0.7

Hypothesis Test

For knowing there is whether or not connection or significant influence (significant) between _ variable exogenous by direct to variable endogenous could seen in table 5 path coefficient & P Value

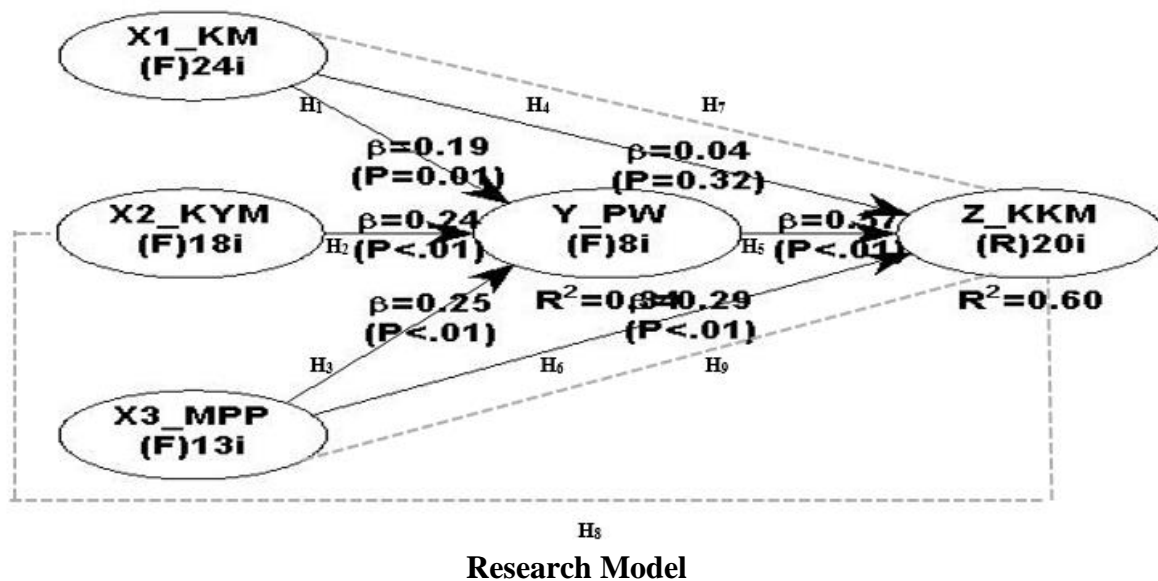


Table 6 Path Coefficient & P Value

Path Coefficient					
	X1_KM	X2_KYM	Y_PW	Z_KKM	X3_MPP
Y_PW	0.188	0.243			0.252
Z_KKM	0.039		0.571		0.285
P Values					
	X1_KM	X2_KYM	Y_PW	Z_KKM	X3_MPP
Y_PW	0.012	0.002			0.001
Z_KKM	0.324		<0.001		<0.001

Effect of Managerial Performance on Political Will Perception

Based on results the test in Table 5 is known that the estimation parameter for testing The influence of Managerial Performance on Political Will Perception has beta coefficient of 0.188 and p value of 0.012. The beta coefficient value of 0.188 indicates direction positive with P- value is 0.012 more small from sig level 0.05 (significant). With thereby could concluded that servant leadership is influential positive on managerial performance (Hypothesis 1 is accepted)

The Influence of Servant Leadership on Political Will Perception

Based on results the test in Table 5 is known that the estimation parameter for testing The influence of Servant Leadership on Political Will Perception has beta coefficient of 0.243 and p value of 0.002. Beta coefficient value of 0.243 indicates direction positive with P-value of 0.002 more small from sig level 0.05 (significant). With thereby could concluded that influential servant leadership positive to managerial performance (Hypothesis 2 accepted).

Influence Public Service Motivation Against Political Will Perception

Based on results the test in Table 5 is known that the estimation parameter for testing influence Public Service Motivation Against Political Will Perception has beta coefficient of 0.252 and p value of 0.001. The beta coefficient value of 0.252 indicates direction positive with P- value is 0.001 more small from sig level 0.05 (significant). With thereby could concluded that Political Will Perception is influential positive to Managerial Performance (Hypothesis 3 accepted).

Influence Managerial Performance Against Executive Job Satisfaction

Based on results the test in Table 6 is known that the estimation parameter for testing Effect of Managerial Performance on Executive Job Satisfaction Perception has beta coefficient of 0.039 and p value of 0.324. The beta coefficient value of 0.039 indicates direction positive with P- value of 0.324 more big from sig level 0.05 (significant). With thereby could concluded that Servant Leadership is not take effect positive to Political Will Perception (Hypothesis 4 is rejected).

Influence Political Will Perception Against Executive Job Satisfaction

Based on results the test in Table 6 is known that the estimation parameter for testing the influence of Political Will Perception on Executive Job Satisfaction has beta coefficient is 0.571 and p value is < 0.001. The beta coefficient value of 0.571 indicates direction positive with P-value of < 0.001 more small from sig level 0.05 (significant). With thereby could concluded that Servant Leadership is influential positive on Political Will Perception (Hypothesis 5 is accepted).

Influence Public Service Motivation Against Executive Job Satisfaction

Based on results the test in Table 6 is known that the estimation parameter for testing The influence of Public Service Motivation on Executive Job Satisfaction has beta coefficient of 0.285 and p value of <0.001. The beta coefficient value of 0.285 indicates direction positive with P-value of < 0.001 more small from sig level 0.05 (significant). With thereby could concluded that Servant Leadership is influential positive on Political Will Perception (Hypothesis 6 is accepted).

To find out whether there is a significant (significant) relationship or influence between exogenous variables no directly on endogenous variables can be seen in table 6 indirect and total effect

Table . 7 Indirect and total Effect

Indirect effects for paths with 2 segments					
	X1_KM	X2_KYM	Y_PW	Z_KKM	X3_MPP
Z_KKM	0.107	0.139			0.144
Number of paths with 2 segments					
	X1_KM	X2_KYM	Y_PW	Z_KKM	X3_MPP
Z_KKM	1	1			1
P values of indirect effects for paths with 2 segments					
	X1_KM	X2_KYM	Y_PW	Z_KKM	X3_MPP
Z_KKM	0.037	0.010			0.008

Effect of Managerial Performance on executive job satisfaction through Political Will Perception

Based on Table 6 looks that influence no Direct Managerial Performance Against executive job satisfaction Through Political Will Perception has beta coefficient of 0.107 with a p value of 0.037 more small from sig level 0.05. Positive beta coefficient with level significance more small than 0.05 shows that Managerial Performance Improves executive job satisfaction Through Political Will Perception and its influence significant . With so , can concluded that Political Will Perception can mediate Effect of Managerial Performance on executive job satisfaction (Hypothesis 7 is accepted).

The Influence of Servant Leadership on executive job satisfaction through Political Will Perception

Based on Table 6 looks that influence no Direct Servant Leadership Against executive job satisfaction Through Political Will Perception has beta coefficient of 0.139 with a p value of 0.010 more small from sig level 0.05. Positive beta coefficient with level significance more small than 0.05 shows that Servant Leadership Improve executive job satisfaction Through Political Will Perception and its influence significant . With so , can concluded that Political Will Perception can mediate the influence of Servant Leadership on executive job satisfaction (Hypothesis 8 accepted).

Influence Public Service Motivation Against executive job satisfaction Through Political Will Perception

Based on Table 6 looks that influence no Directly Public Service Motivation Against executive job satisfaction Through Political Will Perception has beta coefficient of 0.144 with a p value of 0.008 more small from sig level 0.05. Positive beta coefficient with level significance more small than 0.05 shows that Public Service Motivation Increases executive job satisfaction Through Political Will Perception and its influence significant . With so , can concluded that Political Will Perception can mediate The influence of Public Service Motivation on executive job satisfaction (Hypothesis 9 accepted).

CONCLUSION

The Effect of Managerial Performance on Political Will Perception , Servant Leadership on Political Will Perception , Public Service Motivation on Political Will Perception , Political Will Perception on Executive Job Satisfaction, Public Service Motivation Against Executive Job Satisfaction, Managerial Performance Against executive job satisfaction Through Political Will Perception, Servant Leadership Against executive job satisfaction through

Political Will Perception and Public Service Motivation executive job satisfaction Through Political Will Perception has positive and significant influence , only Managerial Performance on Executive Job Satisfaction that shows Not there is positive and significant influence . _ With so , can concluded that almost all variables have influence to performance managerial

IMPLICATIONS

By Theoretical research model this can said capable be one _ reference as gauge managerial performance and Academic study this is very useful for source most recent reference in measure managerial performance as well as Pragmatic study this have contribution possible benefits _ direct used by stakeholders policy for improve and optimize managerial performance in their place lead .

LIMITATIONS

Based on the direct experience of researchers in this research process, there are some limitations experienced. There can be several factors that can be more considered for researchers who will come to further refine the study because this study certainly has drawbacks that need future studies to be improved. Some limitation of the study is that the limited number of respondents is still lacking in describing the real situation. Research objects need to be added to get more comprehensive results. In data collection, the information provided by respondents through questionnaires sometimes does not show the respondent's true opinion. That happens because sometimes differences in thinking, assumptions, and understanding are different for each respondent, and other factors such as honesty factors in filling out respondents' opinions in the questionnaire.

RECOMMENDATIONS

With refers to the result Study above , recommended to holder position so that you can maintain or even improve , at least with give understanding about importance achievement destination company . This is one of the basic strategies for increase performance employee.

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