

## **Linking leadership style, work environment, job characteristics to civil servants performance: the mediating role of job satisfaction**

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**ABSTRACT:** *This study aims to examine and analyze the influence of leadership style, work environment, job characteristics on job satisfaction and servant's performance. Design of this study uses survey method with data collection in cross-section through a questionnaire. The sampling is conducted via stratified random sampling using 167 servants. Data analysis methods used in testing the hypothesis is structural equation modeling. The results provide evidence that the leadership style and no significant influence on servant's satisfaction and performance, characteristics of good work showed similar results. A good working environment can enhance servant's satisfaction. Work environment, job characteristics and job satisfaction proven to improve servant's performance, job satisfaction on the research model is said to be partial mediation in explaining the influence of leadership style on performance, job satisfaction is not mediating variable in explaining the effect of the work environment on performance, and job satisfaction turns acting as partial mediation in explaining the effect of job characteristics on servant's performance*

**KEYWORDS -** *leadership style, work environment, job characteristics, job satisfaction, civil servants performance*

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### **I. INTRODUCTION**

Indonesia was given extraordinary grace. Fertile soil, abundant mineral resources, vast sea, good climate, the water source for the spread of life and abundant human resources. However, neighboring countries are more prosperous. This is evidenced by the number of Indonesian workers working to neighboring countries to obtain a much higher salary. All of this cannot be separated from the role of government as policy makers in the administration of the state. The Government continues to improve and find a model of governance that is appropriate for the efficiency and effectiveness of the implementation of both national and local government. It triggers the issuance of the laws of the Republic of Indonesia No.23 of 2014 on local government which aims to accelerate the realization of public welfare through the improvement of service, empowerment, and community participation, as well as increased competitiveness of the region by observing the principles of democracy, equality, justice, and the peculiarities of an area in the system of Republic of Indonesia. The issuance of the law resulted in the need for local leaders who can organize well all the staff, from the heads of SKPD to servants at the bottom as a public servant. Human Resource has a strategic role in the organization of government. All aspects relating to human resources also influence the achievement of organizational goals. Considering the highly strategic role, an organization should do the maintenance of human resources with attention to servant's work satisfaction.

Human resources that are optimally managed by government organizations are something that must be done. Human resource management cannot be separated from the servant who works properly. The servants who are satisfied will have a high commitment to the organization and have the positive nature of the job and the organization. If the job satisfaction is high, people will work harder. Conversely, if people are not satisfied, then they do not have the spirit of the work and easy to give up in completing the work, which in turn lowers their performance (Lawler and Porter, 1974). Leader managerial capacity is a factor that can motivate servants. Leadership is very important in order to know what can make servants feel comfortable and satisfied in performing his duties. Empirical evidence shows that leadership has a positive influence on servant's performance; leadership behaviors have positive and significant on job satisfaction, the better the behavior of the leadership, the higher levels of satisfaction, leadership significant effect on servant's satisfaction (Chang & Lee, 2007; Sugihartono, 2012).

Other variables that affect individual job satisfaction are job characteristics (Ting & Yuan, 1997). Work needs to be diagnosed and corrected through five basic dimensions of work, namely: a variety of skills, task identity, task significance, autonomy and feedback. When doing tasks that incorporates five dimensions of the work, servants will feel motivated to display high-quality work, very satisfied at work, have lower

absenteeism (Hackman & Oldham, 1975; Robbins, 2002). The environment is also important in creating job satisfaction. There is influence between the work environment and performance, Likewise there are direct influence the working environment on job satisfaction (Afrizal, 2012; Yunanda, 2013), other studies show that there is a positive and significant influence among the working environment on job satisfaction (Plangiten, 2013). Facts on Konawe Regency, time to rest is done early, while servants are often late in starting the work. Servant is more often congregate and joking. The lack of guidance from the leadership resulted in their poor performance. Such conditions have implications for the assessment given by the Audit Board of the Republic of Indonesia. Regional administration Konawe obtain disclaimer assessment two years in a row and Fair with Exception three years in a row until nowadays.

## **II. LITERATURE REVIEW**

Quality leadership is often regarded as the most important factor in the success or failure of the organization (Bass & Stogdill, 1990). Style of leadership is a behavior that a person uses when the person is trying to affect a lot of people through communication to achieve the goal (Dubrin, 2005). Indicators measuring leadership style is shown through; (1) Situational leadership, an ability and willingness of people to be responsible in directing the behavior itself, related to the specific tasks that must be done, which is based on the relationship between: Levels of guidance and direction (behavioral task) is given by leadership. The level of emotional support (relationship behavior) provided leadership. The level of readiness shown in carrying out specific tasks, functions or specific purpose (Hersey & Blanchard, 1996), (2) Transactional leaders motivate subordinates to carry out their responsibilities, relying on rewards and punishment to the subordinates. If the performance of subordinates meet or exceed the provisions established, then the subordinate would be awarded. Conversely, if the resulting performance is below standard, then the leader will give a penalty (Bass & Avolio, 1994). and (3) Transformational leadership is the leadership that articulates the vision of the organization's future realistic, stimulating subordinates in a way that intellectual property, and paying attention to the differences that are owned by subordinates (Yammarino & Bass, 1990; Yulk, 1998; Bass & Avolio, 1994).

A servant spent almost half their life in a day at work. Therefore a comfortable workplace environment, conducive and supportive work is absolutely necessary. Work environment does not mean only the workplace, but also including work atmosphere and relationship between servants of the institution. If one part of the work environment makes a worker uncomfortable, it will impact on the declining performance and contribution of the servant. The work environment is something to be around workers that may affect the workers in their duties (Nitisemito, 2004: 183), indicated (Handoko, 2001: 21) through; (1) Information, (2) air temperature, (3) Noise, (4) use of color, (5) the required motion space, (6) Job security, (7) The relationship between fellow servants. Characteristics of the work are an attempt to identify the characteristics of job duties. Characteristics of the work on this study expressed as the internal aspect of the work shown by (1) The diversity of skills, (2) Identification of duty, (3) the significance of tasks, (4) Autonomy, and (5) Feedback (Robbins, 2006). Job satisfaction refers to an individual's general attitude towards the job done. A person with a high level of job satisfaction showed a positive attitude, someone who is not satisfied with their work showed a negative attitude towards work. Job satisfaction in this study is defined as an emotional state that is pleasant or unpleasant in which servants view their work. Job satisfaction can be achieved by giving things into servant's expectations are divided into several characteristics, namely; (1) satisfaction with leadership, (2) the remuneration / salary, (3) promotion opportunities, (4) working conditions, and (5) Colleague (Robbins, 2003; Spector, 2003).

This high performance is suitable even exceed the performance standards of the organization. Good organization is an organization that is trying to improve its human resources. Therefore, efforts to improve the performance of servants is the most serious management challenges since the success to achieve the goals and the viability of companies and organizations depend on the quality of individual performance . Individual performance is the level of a person's overall success in working for a certain period. The indicators used in measuring the performance of individual, include; (1) quality, (2) The quantity, and (3) creativity, and (4) Initiatives in the works (Rivai, 2004).

## **III. RESEARCH METHOD**

This research is an explanatory research. The population in this study is the civil servants cwho work in the Regional Government of Konawe regency. The number sample is as much as 346 civil servants from 346 samples, only 167 that are able to be analyzed, this was due to there are 125 questionnaires were not returned and 54 of them stated defect and cannot be processed for analysis. Thus the rate of return the questionnaire is as many as 63.87%.

## **IV. VARIABLES ANALYSIS**

### **4.1. Leadership style and work environment**

Leadership style is expressed as a means, habits, character, and personality are used by a leader in encourage, influencing, group of people or subordinates to work together with passion, confidence and responsibility to achieve the goals set. It can be shown through (1) situational leadership, (2) Transactional leadership, and (3) transformational leadership. Respondents in describing the style of leadership is shown through transactional leadership with the highest mean value of 3.81 compared to other measurement indicators (Leadership transformational = 3.63, while the Situational Leadership = 3.32). Results of confirmatory factor analysis showed that the loading factor ( $\lambda$ ) is the highest in explaining the leadership styles are shown in transformational value of loading factor of 0.93. While transactional 0.84, while the lowest loading factor are shown in situational leadership, amounting to 0.651. These results confirm that the formation of a good leadership style can be done in a way to motivate servants to complete tasks as representations of transformational leadership.

Work environment according to respondents is the material and psychological conditions which include the measurement indicators; (1) Information, (2) air temperature, (3) Noise, (4) use of color, (5) the motion space required, (6) Job security, (7) The relationship between fellow servants. Respondents in explaining the work environment is shown through the use of color to an average value (mean) of 4.27 the highest compared with other measurement indicators (Servant's Relations = 4.23; Noise = 4.17; Motion Space Needed = 3.99; Job security = 3.80; Illumination = 3.46; Air Conditioning = 3.25). Results of confirmatory factor analysis showed significant or dominant factor that reflects the variable the working environment is the use of color with a value of loading factor (L) of 0.92. This is reflected through the use of color on the walls workspace that makes servants feel comfortable in working. While indicators of Noise at = 0.90; Illumination = 0.89; Space Motion Required = 0.86; Air temperature = 0.84; Job security = 0.64; Servant's relations = 0.54). These results confirm that the establishment of a good working environment can be done by doing the coloring on the walls of the servant's making the servant's feel comfortable working. Empirical studies have shown that the conditions necessary to make adjustments to the air temperature by adding water so that even if the air conditioner or hot weather occurs.

### **4.2. Job characteristics and job satisfaction**

The respondent's characteristics to the work of all internal aspects of the work shown by (1) The diversity of skills, (2) Identification of duty, (3) the significance of tasks, (4) Autonomy, and (5) Feedback. Respondents in explaining job characteristics are shown through a feedback indicator variable with a mean value of 3.95. This is the highest indicator comparing the other measurements (task identity = 3.94; significance task = 3.93; diversity of skills = 3.86; autonomy = 3.49). Loading factor values indicate an important factor that reflects the variable Job characteristics shown by indicators of identity with the task of loading factor value / lambda ( $\lambda$ ) 0.95. The role of the individual is very important for the organization. This is indicated by the views of servants who work on the other parts that are expecting the completion of the task can be completed properly. While other indicators, task significance = 0.95; diversity of skills = 0.88; feedback = 0.88; autonomy task = 0.85. Empirical facts show the importance to do repairs on the autonomy of the tasks outlined by granting permission to servants to decide the time and procedures required to complete the work as a representation of the characteristics of the job.

Job satisfaction according to respondents is an emotional state that is pleasant or unpleasant is felt servants in view of their work, which is represented by (1) satisfaction with leadership, (2) satisfaction with the remuneration salary, (3) satisfaction with the chance of promotion, (4) working conditions, (5) convenient with the colleagues. Representation of job satisfaction is shown to the satisfaction of the promotional opportunities with the average value (mean) of 4.16 the highest compared to other measurement indicators (satisfaction with the leadership = 3.96; satisfaction with co-workers = 3.72; satisfaction with working conditions = 3, 54; the satisfaction of reward salary = 3.55). Value loading the most important factor in explaining servant's job satisfaction proved to the satisfaction of working conditions with the value of the loading factor of 0.92. Servant's satisfaction in the work created by a servant is given the opportunity for a career in accordance with levels and competencies they have. While other indicators, promotion = 0.90; satisfaction with the leadership = 0.86; satisfaction of reward salary = 0.85; satisfaction with co-workers = 0.83. Based on the empirical fact that factor needs to be taken seriously is the trust factor against co-workers.

### 4.3. Civil servants Performance

Servant's performance according to respondents is the result of execution of the work or activities of a servant in quality and quantity within an organization to achieve its objectives in carrying out its duties and work given to him by the time and the standards that have been established, which is shown through; (1) the quality of work; (2) The quantity of work; (3) creative work; and (4) employment initiative. Respondents in explaining the performance of servants is shown through Creativity variable with a mean value of 3.94 the highest compared to other measurement indicators (quality of work = 3.79; initiatives of servant = 3.73; the quantity of labor = 3.52. Results of confirmatory factor analysis showed significant or dominant factor that reflects the variable performance of servants is a servant's initiative in working with the value of the loading factor (L) 0.72. Servants in their daily duties always fit *the job description* and discipline in work. While other indicators of quality of work of servants = 0.70; the quantity of servants = 0.66; servant's creativity = 0.59. These results confirm that increasing servant's performance can be done by increasing servant's initiative to complete the pending work. Empirical conditions indicate the need for adjustments in the leadership's ability to take the initiative in making an increase in performance of subordinates.

## V. VARIABLES RESULT

### 5.1. Goodness of Fit indices for structural equation modelling

The test results show that the models of the eight criteria of goodness of fit indexes built structural models to estimate the parameters in accordance with the data of observation, the overall criteria already qualified minimum limit (cut-off point) are required, as shown in the following Table :

Table 1

Fit indices for structural equation modelling

Summary of criteria	Cut-off Value	Result of Test
Chi-square (df =201)	203.368	Small Non sig. ( < 235.077)
Probability	0,440	≥ 0,05
RMSEA	0,028	≤ 0,08
CMIN/DF	1,012	≤ 2,00
GFI	0,915	≥ 0,90
AGFI	0,874	≥ 0,90
CFI	0,999	≥ 0,95
TLI	0,999	≥ 0,95

Referring to the principle of parsimony (Arbuckle & Wothke, 1999) that if there are one or two *goodness of fit* criteria that have met the expected value, then the model can already be said to be good or the development of conceptual models and theoretical hypotheses can be said to be supported by empirical data. Referring to the table it is shown that the value of Chi-Square = 203 368 with a value of *degree of freedom* (df) = 201 and probability 0.440. Chi-Square results indicate that the null hypothesis that the same models with empirical data received, which means the model is fit or are in accordance with the results of observation so as to allow for the analysis of structural relationships and testing hypotheses

### 5.2. Leadership style on job satisfaction

Descriptive analysis showed that leadership style is reflected through indicators Transactional leadership variable with a mean value of 3.81. These results explain that the leadership model that is well used by the leadership to mobilize subordinates in the work, it can be done in a way; leaders implement policies without notice and consultation to subordinates in certain circumstances. Leaders provide incentives to motivate subordinates to do the work and leadership stressed the importance of efficiency and expects completion of tasks can be carried out as quickly as possible. Results of confirmatory factor analysis shows, an important factor that reflects leadership style variable is the indicator of transformational leadership with a value of loading factor of 0.93. So with these conditions can contribute as much as 93.00% in the variable reflects good leadership style. Results of this study confirm that the leadership style which is a pattern, a habit, character and personality are used by a leader in the inviting, influencing, group of people or subordinates to work together and make an effort with passion and conviction and is responsible for its implementation has been good for is used as a measurement in explaining the good leadership style.

The influence of leadership style on job satisfaction can be evidenced by *the standardized regression Weights estimate* the value of -0.043 with a negative direction. Influence coefficient is negative, meaning that a good leadership style tends to lower job satisfaction. In addition it can be proved by the value of *the critical*

$ratio (cr) = -0.337 < 2.00$  and a probability value of  $0.736 < \alpha = 0.05$ . The test results prove that the leadership style and no significant negative effect on job satisfaction of servants. The better style of leadership, it is inversely proportional to the increase in servant's satisfaction. The findings of this study rejected the claim, that the quality of a leader is often regarded as the most important factor in the success or failure of the organization (Bass, 1990). Government organizations, the leadership style is not an important factor in creating job satisfaction. Results of this study rejects the findings of other researchers that leadership and significant positive effect on servant's satisfaction (Raharjo & Nafisa, 2006; Brahmasari & Suprayetno 2008; Kurniawan, 2009; Suryana *et al.*, 2010; Satyawati & Suartana, 2014).

### 5.3. Work environment on job satisfaction

Descriptive analysis showed the working environment is reflected through the use of variable color indicator with a mean value of 4.27. These results explain that a good working environment is shown through the use of paint color on the walls that well so make servants feel comfortable in working. Results of confirmatory factor analysis showed significant or dominant factor that reflects the work environment is an indicator variable equal to respondents. Comfortable working environment makes servants comfortable in work. This is demonstrated through the use of paint on the walls. Servants are happy to linger in the work, not bored working at the workplace because it is supported by staining the good and suit the tastes of servants, with a loading factor of 0.92. Thus with these conditions, a good working environment created by staining the good value the contribution of 92.00% in the variable reflects the good working environment.

Results of this study confirmed that a good working environment is a manifestation of the use of color, noisy sound, lighting, spacious, air temperature, safety at work and the relationship between fellow servants in its implementation has been good for use as a measurement in explaining a good working environment, The influence of leadership style on job satisfaction can be evidenced by the value of *the standardized regression Weights estimate* of 0.652 with a positive direction. Influence coefficient is positive, meaning that a good working environment tends to increase job satisfaction. In addition it can be proved by the value of *the critical ratio (cr) = 5.163 > 2.00 and a probability value of  $0.000 < \alpha = 0.05$ . The test results prove that the work environment positive and significant impact on job satisfaction of servants. The better the work environment, the higher the job satisfaction. The findings of this study support the statement that says that the establishment of a work environment that supports the productivity of the work will lead to job satisfaction for workers in an organization (McRobbie & Fraser, 1993). Furthermore, it also supports the findings that prove that job satisfaction is positive and significant impact on job satisfaction (Holman, 2002; Afrizal, 2012; Plangiten, 2013; Nasution, 2013; Yasa & Utama, 2014; Widodo, 2014). The conditions around the servant are able to give effect to them in carrying out their work (Nitisemito, 2006: 106).*

### 5.4. Job characteristics on job satisfaction

Referring to the results of the descriptive analysis, the characteristics of the work is reflected through the feedback indicator variable with a mean value of 3.95. These conditions explain that the characteristic of good work demonstrated by servants who are given instructions by the leadership on how the mechanisms work well completion and servants. Results of confirmatory factor analysis showed an important factor that reflects the characteristics of the variables shown in the work of task identity indicator value of loading factor of 0.95. Good job characteristics demonstrated by the desire of servants from other areas of work towards the completion of a good job of all servants to the completion of the job well. Under these conditions, the characteristics of a good job with the tasks created by the identity of the value of the contribution of 95.00% in the variable reflect the characteristics of a good job. Results of this study confirm that the characteristics of good work is a reflection of Identity tasks, task significance, diversity of skills and Feedback and autonomy in the implementation task is either to be used as a measurement in explaining the characteristics of a good job.

Effect of job characteristics on job satisfaction can be evidenced by *the standardized regression Weights estimate* the value of -0.014 with a negative direction. Influence coefficient is negative, meaning that the characteristics of a good job tend to lower job satisfaction. In addition it can be proved by the value of *the critical ratio (cr) = -0.159 < 2.00 and a probability value of  $0.873 < \alpha = 0.05$ . The test results prove that the negative effect of job characteristics and no significant influence on servant's satisfaction. The findings of this study reject a statement saying that the variable characteristics of the work will affect the psychological state of a servant. Servants will feel the meaning of the aspects of the work that it faces. The servants will feel responsible for the results of a job that was created. Further improving the quality of servants who will get the final result is motivation high internal crimes, high-quality performance, servant's satisfaction and low absenteeism and servant's rotation (Oldham *et al.*, 2005). It rejected the findings prove that the job characteristics and significant positive effect on job satisfaction (Panuju, 2003; Bagus, 2011).*

### 5.5. Leadership style on civil servants performance

Leadership style characterized by indicator Transactional leadership with a mean value of 3.81. These conditions explain that the good Transactional leadership demonstrated through leadership in every occasion always gives incentives to subordinates. Important factors that reflect the variables shown in the leadership style of transformational leadership indicator with a value of loading factor of 0.93. Good transformational leadership shown leadership on each occasion always motivates servants in completing tasks. The influence of leadership style on servant's performance can be evidenced by the value of *the standardized regression Weights estimate* of 0.081 with a positive direction. Marked positive influence coefficients can be interpreted as a good leadership style tends to improve servant's performance. In addition it can be proved by the value of *the critical ratio (cr)* = 1.060 < 2.00 and a probability value of 0.289 <  $\alpha$  = 0.05. The test results prove that the positive effect of leadership style but not significant influence on servant's performance.

The finding of this study rejects a statement saying that the style of leadership through a leader's ability to mobilize and empower servants affect performance, behavior of leaders has a significant impact on the attitude, behavior and performance of servants. The effectiveness of subordinates and leaders influenced the characteristics associated with the communication process that occurs between leaders and subordinates. Leadership is said to be successful if it cannot motivate, stimulate and satisfy servants at a job and a particular environment. The task of leadership is to encourage subordinates in order to have the competence and the chance to develop in anticipation of any challenges and opportunities in work (Lodge & Derek, 1993). Results of this study rejects findings provide evidence that leadership is positive and significant impact on the performance of the individual (Raharjo & Nafisa, 2006; Suryana *et al.*, 2010; Khalid *et al.*, 2011; Zehir *et al.*, 2012). This study supports the findings of other researchers, that the transactional leadership style is not significant influence on individual performance (Vigoda, 2007; Anwar & Ahmad, 2012).

### 5.6. Work environment on civil servants performance

The working environment is characterized through the use of color indicators with a mean value of 4.27. A good working environment is shown through the work room coloration makes servants feel comfortable in working. Significant or dominant factor in reflecting the work environment variables are shown on the indicator together with the results of the descriptive analysis of the value of loading factor of 0.92. The use of color makes servants feel comfortable and safe in the work so that with a sense of comfort and safety that make servants could complete the job properly. Work environment influence on servant's performance can be evidenced by the value of *the standardized regression Weights estimate* of 0.577 with a positive direction. Marked positive influence coefficients can be interpreted as a good working environment tends to improve servant's performance. In addition it can be proved by the value of *the critical ratio (cr)* = 5.230 > 2.00 and a probability value of 0.000 <  $\alpha$  = 0.05. The test results prove that the work environment positive and significant influence on servant's performance. The findings of this study support the statement explaining that the creation of a work environment that supports the productivity of the work will lead to job satisfaction for servant's s within an organization (McRobbie & Fraser, 1993). A good working environment resulted in fellow co-workers will be supporting each other to finish the job assigned to them (Bartkus *et al.*, 1997), the working environment will have an effect on motivation, satisfaction and servants performance (Newman, 1977). The results support the findings provide evidence that the work environment a significant effect on the performance of the individual (Sukmawati, 2008). Then, rejecting the findings that prove that the work environment is not significant influence on the individual performance (Edy, 2008).

### 5.7. Job characteristics on civil servants performance

A good work is characterized by indicators of feedback to the value of the average (mean) of 3.95. Servants in work are constantly given instructions from the leadership on how to resolve a good job. The important factor or dominant in the variable reflects the characteristics of the work shown in the indicator value assignment Identity loading factor of 0.95. Servant's work covers all stages of the work so that their work is beneficial. Effect of job characteristics on servant's performance can be evidenced by the value of *the standardized regression Weights estimate* of 0.251 with a positive direction. Marked positive influence coefficients can be interpreted that the characteristics of good work tends to improve servant's performance. In addition it can be proved by the value of *the critical ratio (cr)* = 4.668 > 2.00 and a probability value of 0.000 <  $\alpha$  = 0.05. The test results prove that the positive effect of job characteristics and significant influence on servant's performance.

The findings of this study support the statement that explains that the characteristics of the work is a manifestation of the internal aspects of the job that includes a variety of skills required, the procedure and the clarity of the task, the level of importance of tasks, authority and responsibility as well as feedback from assignments that are designed, so that servants can determine the ability of the has for accomplishing a job and can ultimately improve internal work motivation and satisfaction in carrying out the work (Robins, 2002). The results support the findings provide evidence that job characteristics significantly influence the performance of the individual (Kasih & Amalia, 2013). Then reject the findings that prove that the characteristic of the work has a positive impact but no significant effect on servant's performance (Mulyanto *et al.*, 2014).

### **5.8. Job Satisfaction on civil servants performance**

Job satisfaction are better characterized by the indicator promotional opportunities with the average value (mean) of 4.16 that servant in the work are given the opportunity for a career according to their level and competence. Significant or dominant factor in job satisfaction reflect the variable conditions of employment shown in the indicator value of loading factor of 0.92, that servant obtain in the working pressure. The influence of job satisfaction on servant's performance can be evidenced by the value of *the standardized regression Weights estimate* of 0.110 with a positive direction. Coefficients marked positive effect could mean that high job satisfaction tends to increase servant's performance to a higher-direction. In addition it can be proved by the value of *the critical ratio (cr)* = 2.263 > 2.00 and the probability as much as  $0,024 < \alpha = 0,05$ . The test results prove that the positive effect on job satisfaction and significant influence on servant's performance.

The findings of this study support the statement explaining that job satisfaction is the most important portion for self-actualization. Servants who do not obtain job satisfaction will never experience the psychological maturity and in turn will become frustrated. Such servants would often daydream, have low morale, tired and bored, emotionally unstable, often absent and did busyness that has nothing to do with the work to be done. While servants get job satisfaction generally have a good attendance record, and perform the work better than the servants who did not get job satisfaction. Job satisfaction affects the level of servant's turnover and absenteeism. If the servant's satisfaction increases, servant's turnover and absenteeism decreased (Handoko, 1997: 196). Then the study findings are in line with the findings of previous research Job satisfaction have a significant effect to the performance of the individual (Linz, 2003; Koesmono 2006; Brahmajari & Suprayetno, 2008).

### **5.9. Leadership style on civil servants performance : mediating role of job satisfaction**

The test results indirect effect variable leadership style on performance through the servant's satisfaction with the value of P-Value of  $0,018 < \alpha = 0,05$  was obtained from the interaction of P-Value of leadership style on job satisfaction ( $0,736 > \alpha = 0,05$ ) x job satisfaction on servant's performance ( $0,024 < \alpha = 0,05$ ). These results explain that job satisfaction is significantly acts as pemediasi in explaining the influence of leadership style on servant's performance. Then based on the results of tests to determine the nature / type of job satisfaction as a mediating variable, the job satisfaction variables in the research model is said to be partial mediation in explaining the influence of leadership style on servant's performance. That is not a significant leadership style on job satisfaction, leadership style no significant effect on servant's performance, job satisfaction have significant influence on servant's performance so as to support job satisfaction, leadership style can directly provide real influence on servant's performance improvement.

### **5.10. Work environment on civil servants performance : mediating role of job satisfaction**

The test results indirect effect work environment variables on performance through the servant's satisfaction with the value of P-Value of  $0,000 < \alpha = 0,05$  was obtained from the interaction of P-Value working environments on job satisfaction ( $0,000 < \alpha = 0,05$ ) x job satisfaction on servant's performance ( $0,024 < \alpha = 0,05$ ). These results explain that job satisfaction is significantly acts as pemediasi in explaining the work environment influence on servant's performance. Then based on the results of tests to determine the nature / type of job satisfaction as a mediating variable, the job satisfaction variables in the research model is said to be not as mediating variable in explaining the work environment influence on servant's performance. That is the work environment a significant effect on job satisfaction, working environment have a significant effect on servant's performance, job satisfaction have significant influence on servant's performance so without the support of job satisfaction, work environment can directly provide real influence on servant's performance.

### **5.11. Job characteristics on civil servants performance : mediating role of job satisfaction**

The test results indirect effect variable job characteristics on performance through the servant's satisfaction with the value of P-Value of  $0,021 < \alpha = 0.05$  was obtained from the interaction of P-Value of job characteristics on job satisfaction ( $0.873 > \alpha = 0.05$ ) x job satisfaction on servant's performance ( $0,024 < \alpha = 0.05$ ). These results explain that job satisfaction is significantly acts as pemediasi in explaining the effect of job characteristics on servant's performance. Then based on the results of tests to determine the nature / type of job satisfaction as a mediating variable, the job satisfaction variables in the research model is said to be partial mediation in explaining the effect of job characteristics on servant's performance. That is characteristic of the work is not a significant influence on job satisfaction, job characteristics significantly influence servant's performance, job satisfaction have significant influence on servant's performance so with job satisfaction support, job characteristics can directly provide real influence on servant's performance improvement.

## **CONCLUSIONS AND REKOMENDATION**

Leadership style has no significant negative effect on job satisfaction of the servants. This condition is caused due to lack of willingness of the leadership to provide insight to servants to maintain good relations among all members of the organization so it does not affect the good relationship between them. The servants feel safe in work. This condition has an impact on the statement of a servant who later became principle in their work, that with the creation of a good work environment, then they will work properly. This fact causes work environment significant effects on job satisfaction. Job characteristics have negative and have no significant influence on servant's satisfaction. Factors' causing the negative and not significant causality is caused because the servant was not granted permission to complete the job based on their desires, a servant cannot be accountable for the completion of their work and servants are not responsible for the failure of the implementation of the work impacting less optimal cooperation and support among fellow servants. The style of leadership has positive effect but not significant influence on servant's performance, this condition is caused because the leadership did not implement the optimal cooperation and leadership in every opportunity give special assignments to subordinates impacting not optimal idea originated from servants in the completion of work. Servants feel good atmosphere at work, this condition has an impact on the high opportunity given to servants to devote all the capabilities it has in the works, such factors as the main reason causing significant environmental effects on servant's performance. The characteristics of the work positive and significant influence on servant's performance, and this is because servants do the job thoroughly so the results are beneficial to the organization the work of servants which leads to high desire of leaders to improve workability. Servants s feel comfortable with the physical condition of their employment that have an impact on the willingness of servants to take the initiative in doing the work completion pending cause job satisfaction significant effect on servant's performance. Job satisfaction in the research model is said to be partial mediation in explaining the influence of leadership style on servant's performance, job satisfaction is not as pemediasi in explaining the effect of the work environment on servant's performance and job satisfaction turns acting as partial mediation in explaining the effect of job characteristics on servant's performance.

Finally this study shows some limitations, that the study is only used as a unit of analysis so servants provide limitations in generalizing the results of the research findings. Measurement of study variables is based on the perception that is determined by the memory of respondents and assessment of their selves and thus there is the likelihood of refraction in the measurement. The empirical analysis performed in this study using survey data to analyze the relationship at cross-sectional, while attitudes and behavior is something very dynamic so as to analyze the attitudes and behaviors needed a longitudinal observation. It is necessary for the study of advanced research to analyze back changes the relationship between the variables examined in the study.

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