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**EFFECT OF PERFORMANCE ALLOWANCE, LEADERSHIP
STYLE, WORK SATISFACTION AS MODERATING
VARIABLES: CASE STUDY OF EMPLOYEES AT THE
OFFICE OF THE DEFENSE FACILITIES AGENCY OF THE
MINISTRY OF DEFENSE OF THE REPUBLIC
OF INDONESIA****Bambang Kusharto, Dadan Umar Daihani, Zulkifli**

ABSTRACT

This study aims to analyze the effect performance allowance, leadership style and strategic management to job satisfaction and its implications for organizational performance. The design / research design used in this study is testing the hypothesis (testing hypothesis). This research is a non-quantitative experiment, using a questionnaire given to 180 respondents. This research was conducted in the Office of the Defense Facilities of the Ministry of Defense of the Republic of Indonesia in January 2020. Data analysis using SPSS and LISREL software. Performance allowance, leadership style and strategic management together influence job satisfaction. Performance allowance, leadership style, strategic management and job satisfaction together influence on organizational performance. Job satisfaction mediates the effect of performance benefits on organizational performance, job satisfaction mediates the influence of leadership style on organizational performance, and job satisfaction mediates the influence of strategic management on organizational performance. This research has limitations, including quantitative research with survey methods and the data collection process took place in a short time with a limited number of respondents. Performance allowance has positive and significant effect on job satisfaction, leadership style has positive and significant effect on job satisfaction, strategic management has positive and significant effect on job satisfaction, performance allowance has no effect on organizational performance, leadership style has positive and significant effect on organizational performance, strategic management positive and significant effect on organizational performance, job satisfaction has a positive and significant effect on organizational performance.

Keywords: *Performance Allowance, Leadership Style, Strategic Management, Job Satisfaction and Organizational Performance.*

Introduction

The Indonesian Defense Ministry's Defense Facilities Agency is one of the Republic of Indonesia's Ministry of Defense organizational work units established to carry out defense facility management, as stipulated in Presidential Regulation No. 58 of 2015 concerning the Indonesian Ministry of Defense, which compiles and implements technical policies in the field of management of defense facilities, and each head of organizational unit must conduct guidance and supervision of the organizational units under it. What is meant by means of Defense is defense equipment (the main tool of the weapons system) and supporting infrastructure.

After the change of the new order government to the reform order, the government tried to improve its government system, which was initially full of Corruption, Collusion and Nepotism and tended to be authoritarian, to be reformed into a democratic system, full of openness far from Corruption, Collusion and Nepotism and participatory. To realize this, the steps taken are through bureaucratic reform, in order to achieve good governance and clean government. In carrying out bureaucratic reforms the need for an initial step, is to improve human resources in every government agency, with human resources who are both mentally and morally Pancasila, not spiritually corrupt, not from the happy father but on the basis of self-awareness to excel at each work done, so that it will produce good performance (management by program).

To improve the efficiency and effectiveness of government agencies, especially in improving employee performance, there needs to be motivation, so that employees can work properly and optimally, one of them is by providing performance benefits to civil servants and the military that can spur employee enthusiasm in carrying out duties and responsibilities for their work with fast and true. Performance allowance is one of the external factors that influences efforts to improve employee performance. Performance allowance is an implementation of the provision of compensation or appropriate compensation for work performance or performance. Or in other words the performance allowance is an award in the form of additional income given to employees for their performance with the aim of increasing employee morale. The performance allowance is given based on Presidential Regulation Number 104 Year 2018 regarding Employee Performance Allowance within the Ministry of Defense of the Republic of Indonesia.

The role of leadership style in coloring the organization has a positive effect on job satisfaction of an employee, moreover implementing a strategic management process, in managing the organization. The organization is a system, which consists of a pattern of cooperative activities carried out regularly and repeatedly with a group of people to achieve goals. Organizations are needed every human who has the same interests and goals, as a place or body where they strive to realize these goals. A successful organization is an organization that can effectively and efficiently combine its resources to implement its strategies. The dynamics of the organization that occur within the Republic of Indonesia's Defense Ministry's Defense Facilities are very high at the center of implementation for each work unit to be used as a basis for implementing policies.

According to Siagian (2012), it is aimed at increasing the effectiveness and productivity of organizations / companies in dealing with changing external conditions with high dynamics. His statement directs how organizations can interact and are sensitive to the aspirations, desires, and needs of various groups that come into contact with the discussion starting from the configuration of environmental and organizational change itself, consultancy models, diagnostic processes, strategies and targets of intervention, to the discussion of the direction and agenda of organizational development.

Factors underlying the Performance Allowance (Remuneration)

According to Suryani (2016) the meaning of remuneration in the context of Bureaucratic Reform is the rearrangement of the payroll system, which is linked to the performance appraisal system. It is motivated by the awareness and commitment of the government to realize clean and good governance. However, at the level of implementation, changes and renewals carried out in the context of realizing clean and authoritative governance are unlikely to be implemented properly (effectively), without the proper welfare of the employees who watch them. These changes and reforms are carried out to erase the impression, the government which has been considered bad.

Incentive compensation is a compensation program that links pay with productivity. The fundamental aim of all incentive programs is to increase employee productivity in order to achieve a competitive advantage, Simamora, (2017). According to Mangkunegara incentive is an award in the form of money given by the leaders of the organization to employees so that they work with high motivation and achievement in achieving organizational goals. In other words, incentives are gifts of money outside the salary of the organization in recognition of work performance and employee contributions to the organization, Mangkunegara (2017).

Leadership Styles

Leadership style in an organization has a very important role that determines the success of achieving an organization's goals. According to Herujito (2015) that leadership style is a way taken by someone in practicing their leadership. Davis, Newstrom and Moherino, (2014) suggested that leadership style implies an embodiment of the behavior of a leader, which concerns his ability to lead. Leadership style in its implementation practice is inseparable from the leadership strategy, which is a way and technique or ability to influence other people, subordinates or groups, ability to direct the behavior of subordinates or groups, have special abilities or expertise in the areas desired by the group, to achieve organizational goals or group. Leadership style is not a talent, so it can be learned and practiced and its application must be adapted to the situation at hand.

Job Satisfaction

Job Satisfaction according to Robbins (2015) is a positive feeling about work, which results from an evaluation of its characteristics. An employee usually does work within an organization aimed at getting job satisfaction. Employees with high job satisfaction, have work discipline and high loyalty to their work and have an impact on positive feelings about their work outside the work environment. Job satisfaction is basically something that is individual, because each individual has a different level of satisfaction, according to the value system that applies to him. According to Mila (2015) job satisfaction can be obtained the higher the assessment of these activities, the higher the satisfaction achieved, thus, satisfaction is an evaluation that illustrates the results of a person's efforts for the work done in accordance with their abilities and skills at work. In other words, people will feel comfortable working if what they want with their perception of reality related to job satisfaction has been fulfilled. Employees will get the fulfillment of their proper living needs if they feel the opportunity to enhance their career in work is wide open with the application of appropriate leadership strategies. Employee job satisfaction is largely influenced by factors that are fair and reasonable remuneration, proper placement of employees according to expertise, severity of work, atmosphere and workload, leadership and leadership attitudes, monotonous or not nature of work.

Factors that affect Organizational Performance

According to Muchlisin (2014) in the journal "Understanding, Indicators and Factors Affecting Performance" as behavior, performance is a human activity directed at the implementation of organizational tasks that are charged to it. According to Tika (2016), performance is the results of job functions or activities of a person or group in an organization that is influenced by various factors to achieve organizational goals within a certain period. The function of the activity or work referred to herein is the implementation of the results of the work or activities of a person or group which is the authority and responsibility in an organization.

Performance allowance is one of the internal factors that influences efforts to improve employee performance. Performance allowance is one of the implementations of Bureaucratic Reform, namely the provision of appropriate compensation for work performance or performance. Or in other words the performance allowance is an award in the form of additional income given to employees for their performance, with the aim of increasing employee morale and job satisfaction. The performance allowance for each employee is expected to bring about discipline enforcement and improve employee performance in providing services to agencies and the community, as well as to improve welfare and create job satisfaction for the TNI and civil servants / ASN within the Ministry of Defense.

Based on Usmiar's research, a journal entitled "The Effect of Performance Allowances on Work Motivation of Polri Members and Polri Civil Servants in the State of the Republic of Indonesia". This research uses descriptive quantitative research methods. Based on the results of the correlation, it is interpreted that the relationship of performance benefits to work motivation occupies a value of $r = 0.440$ which can be interpreted that the relationship between the two is quite strong and positive or unidirectional which ultimately results in job satisfaction. Thus the formulation of the first hypothesis can be stated as follows:

H1: Performance Allowance has a positive effect on Job Satisfaction

Leadership style is an ability that is inherent in someone who leads, if supported by a good strategy in carrying out his organization, although influenced by internal and external factors, including covering people who work from an organizational position and arise in a situation that Specific. So anything that influences leadership, the three factors influence one another towards job satisfaction with situations and positions.

H2: Leadership Style has a positive effect on Job Satisfaction

Based on the background and problems in the organization of the Indonesian Ministry of Defense of the Republic of Indonesia by taking into account the theoretical framework, the development and formulation of hypotheses is explained the influence of Strategic Management and Job Satisfaction outlined in the following discussion. According to Malayu S.P Hasibuan (2016) that Management is the science and art of regulating the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal. Etymologically (language), management is derived from Latin, which means "hand". Hand in this context is the same as handling.

H3: Strategic Management has a positive effect on Job Satisfaction.

Performance allowance or remuneration for State Ministry / Institution employees is an effort by the government to realize more public services on the basis of performance gains for each employee. The performance allowance itself can increase or even decrease according to the results of the resulting performance. The performance allowance is a form of appreciation for the work performance of each employee in carrying out their duties and functions including additional tasks given. With this performance allowance, it is expected that the employee workload that has been given to employees can be realized as a work contract between the employee and his leadership every year.

H4: Performance Allowance has a positive effect on Organizational Performance.

One way for management to improve work performance, motivate and increase job satisfaction of employees is through compensation, Mathis (2010). In simple terms compensation is something that is received by employees to repay their work services.

Simamora (2014) said that financial compensation is important for employees, because with this compensation they can meet their needs directly, especially physiological needs. However, of course, employees also hope that the compensation they receive is in accordance with the sacrifices that have been given in the form of non-finance which are also very important for employees, especially for their career development.

H5: Job Satisfaction mediates the effect of Performance Allowances on Organizational Performance.

An effective leader must be responsive to change, be able to analyze the strengths and weaknesses of his human resources so as to maximize organizational performance and solve problems appropriately. According to Samson (2016) the special leadership style applied by superiors who motivate their subordinates to appear at a higher level is influenced by several factors, including demographic characteristics. His research shows that organizational behavior, such as warmth among employees, mutual trust, respect, and good relations between employees and superiors can be a significant factor of job satisfaction experienced by employees.

H6: Job Satisfaction mediates the influence of Leadership Style on Organizational Performance.**Result and Discussion**

This study population is a member of the Defense Ministry of Defense of the Republic of Indonesia which is still active until September 2019 who occupy echelon II, III, IV and Non-echelon positions at the Defense Ministry of Defense Agency of the Republic of Indonesia as an element of implementing the duties and functions of the Ministry of Defense of the Republic of Indonesia which has the task of carrying out management of defense facilities. The organizational structure consists of elements of leadership, assistant leadership, Head of Central, Head of Division, Middle Analyst, National Defense Analyst, Head of Subdivision, Compiler, Processor, Administration, Operator and Agendaris. Furthermore, in this study samples of 326 (three hundred twenty-six) personnel from the Defense Ministry of Defense Facilities of the Republic of Indonesia were taken into account. Based on the results of data collection through the distribution of questionnaires to employees at the Office of the Defense Ministry of the Republic of Indonesia Ministry of Defense which is used as a respondent, it can be seen the characteristics of each respondent with the hope that this information can be used as input for the leaders in the Office of the Ministry of Defense Ministry of Defense of the Republic of Indonesia. The characteristics of respondents who have been determined consist of five characteristics, namely (1) Gender, (2) Age, (3) Education, (4) Working Group, (5) Working Period and (6) Position.

Based on the table shows that the average performance variable data has an average score of 3.89 which is in the category of good / agree. This shows that in general respondents perceive Performance Allowances very well / strongly agree.

Based on the table, shows that the average organizational performance variable data has an average score of 4.01 which is in the category of very good / strongly agree. This shows that in general respondents perceive Organizational Performance well / agree. The respondent's perception in perceiving the highest Organizational Performance was in the KO8 statement, namely, "The success rate of the Ministry of Defense of the Republic of Indonesia in implementing guidance, supervising and implementing technical policies in the field of defense facility management", with an average score of 4.22.

The CR value of the four dimensions of the leadership style latent variable is 0.97 greater than 0.70 and the resulting VE value is 0.88 greater than 0.50. This illustrates that all four dimensions of the Leadership Style variable have met the reliability requirements.

The CR value of the six latent dimensions of the latent variable Organizational Performance is 0.98 greater than 0.70 and the resulting VE value is 0.91 greater than 0.50. This illustrates that the six latent dimensions of the Organizational Performance variable have fulfilled the reliability requirements.

- Performance Allowances Affect Job Satisfaction

Based on the results obtained, it is known that the Performance Allowance directly affects Job Satisfaction with a t-value of 4.76 (t-value > 1.96), which means hypothesis 1 is accepted. The partial effect of Performance Allowances on Job Satisfaction is 0.30.

The Effect of Performance Allowances on Job Satisfaction is positive and significant. It means that the higher / positive the Performance Allowance, the higher / positive Job Satisfaction, meaning that the more respondents feel that the punctuality of work and the level of work attendance are in accordance with the rules, the more respondents feel that something positive is rewarded, given in apples in front of all members;

- Leadership Style Influences Job Satisfaction

Based on the results obtained, it is known that the Leadership Style directly influences Job Satisfaction with a t-value of 4.63 (t-value > 1.96), which means hypothesis 2 is accepted. The partial influence of Leadership Style on Job Satisfaction is 0.32.

The influence of leadership style on job satisfaction is positive and significant. Means the higher / positive Leadership Style, the higher / positive Job Satisfaction, meaning that more respondents feel that the leader of the Defense Ministry of Defense of the Republic of Indonesia has the ability to encourage and invite employees to have a zeal to work and innovate in the workplace.

- Strategic Management Affects Job Satisfaction

Based on the results obtained, it is known that the Leadership Style has a direct effect on Job Satisfaction, with a t-value of 4.16 (t-value > 1.96), which means hypothesis 3 is accepted. The partial influence of Leadership Style on Job Satisfaction is 0.28.

The influence of Strategic Management on Job Satisfaction is positive and significant. Means the higher / positive Strategic Management, the higher / positive Job Satisfaction, meaning that more respondents feel that the use of work program documents by the Head of Office and the Head of Subdivision as guidelines for program implementation; as an organizational performance standard that must be achieved precisely.

Summary

This study aims to look for factors that influence Organizational Performance. Based on the results of hypothesis testing and discussion in the previous chapter, it was found that all hypotheses were declared acceptable and HR was the most powerful element in an organization. Based on this, it was concluded that to improve the performance of the Non-Defense Organization, the Ministry of Defense of the Republic of Indonesia was proven to be jointly influenced by factors Performance Allowance, Leadership Style, Strategic Management and Job Satisfaction, where Job Satisfaction has a dominant influence. Job Satisfaction itself is strongly influenced by factors in the Leadership Style, especially the Leader Behavior (exemplary) dimension.

The Job Satisfaction influence on Organizational Performance is on the dimensions of Supervision and Colleagues (team work). Leadership Style Factors influence on Organizational Performance is on the dimensions of Leader Behavior (exemplary), Strategic Management factors influence on Organizational Performance is on the dimensions of Strategic Implementation, while Performance Allowance has no effect on Organizational Performance.

Thus it means that by jointly improving the Performance Allowance, the Leadership Style and Strategic Management will make the employees of the Indonesian Ministry of Defense increase their Job Satisfaction, which has positive implications on Organizational Performance.

Means that if the Baranahan Leadership of the Republic of Indonesia's Ministry of Defense improves the Performance Allowances of its employees, followed by jointly giving good role models, applying the principle of One-to-One deeds, implementing Strategic Implementation well, giving Supervision and working in a good Team Work, then it is undoubtedly The performance of the Indonesian Ministry of Defense Baranahan will improve. But it is not the case with only improving Performance Allowances without improvement in other sectors, it will not necessarily improve Organizational Performance.

Performance Allowances affect Employee Satisfaction in the office of the Indonesian Ministry of Defense Defense Facilities. The Effect of Performance Allowances on Job Satisfaction is positive and significant. This shows that the improvement of Performance Allowances will result in increased Job Satisfaction. Leadership Style influences Job Satisfaction for Employees in the Office of the Defense Ministry of Defense of the Republic of Indonesia. The influence of leadership style on job satisfaction is positive and significant, with the most dominant dimension of leadership style being the leader behavior dimension. This shows that the improvement of Leadership Style, especially the dimensions of Leader Behavior will result in increased Job Satisfaction. Strategic Management influences the Job Satisfaction of Employees in the Office of the Defense Ministry of Defense of the Republic of Indonesia. The influence of Strategic Management on Job Satisfaction is positive and significant, with the most dominant dimension of Strategic Management being the Strategic Implementation dimension. This shows that the improvement of Strategic Management especially the Strategic Implementation dimension will result in increased Job Satisfaction.

From the conclusion of this study it was suggested to the leadership of the Ministry of Defense of the Republic of Indonesia that the performance allowances of the Ministry of Defense staff of the Indonesian Ministry of Defense be raised annually in accordance with the degree of performance improvement assessed by BPK RI. Because the increase in Performance Allowances followed by improvements in Strategic Leadership and Management will increase the Job Satisfaction of Baranahan RI Ministry of Defense employees which has implications for improving Organizational Performance, in the framework of supporting Bureaucratic Reform and realizing Good Governance and Clean Government, which is good, clean, authoritative, free from Corruption, Collusion and Nepotism.

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