

## The Influence Of Improve The Motivation Of Work And Culture Of The Organization To The Work Satisfaction And Performance Of District Legislators In West Sulawesi Province

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**Abstract:** The Purpose of this research is to know and analyze the influence of competency, work motivation and organizational culture to work satisfaction and performance of MEMBER DPRD of district level in West Sulawesi province. The population in this study is a member of 6 DPRD in West Sulawesi province with a population of 195 people. Previous sample determination using Stratified Random Sampling technique or also called sampling is randomly distratification. Stratified Random Sampling is a sampling technique that is based on subject groups and between one group and another in the form of strata or levels. Research samples are part of the population taken as data sources and can represent the entire population. The samples in this study were as much as 131 but the processed data was only 127 respondents in accordance with the return questionnaire. The analytical Model used in this study is descriptive QUANTITAF and Structural Equation Model (SEM) using the AMOS program. The results of this study indicate that the competency has a positive and significant effect on satisfaction; Work motivation is positive and significant to work satisfaction; The culture of orgnisation negatively affects insignificant work satisfaction; Positive and significant competencies to the LEGISLATORS ' performance; Bepngaruh work motivation is positive and significant to the performance of DPRD members; Organizational culture does not significantly affect the performance of the DPRD members. Competence positively and significantly indirectly to the performance of the LEGISLATORS through job satisfaction; Work motivation is positively and significantly indirectly to the performance of DPRD members through job satisfaction; Organizational culture negatively affects not significantly indirectly against the performance of DPRD members through job satisfaction..

**Keywords:** Competence, motivation, organizational culture, job satisfaction and the performance OF DPRD members

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### I. Introduction

The progress of an organization is reflected in the organizational success in developing the Organization's life dynamics according to job demands. Organizational Dynamics provides a new change to prosecute every organization capable of facing competition in realizing organizational objectives through performance-based job satisfaction. The importance of organizational life dynamics encourages every institution to strive to improve employee satisfaction and performance in carrying out its duties and functions properly. Good, growing and developing organizations will focus on human resources to perform their functions optimally, especially with the dynamics of environmental changes. Thus, the technical, theoretical, conceptual, moral capabilities of the organiser at all levels or levels of work are needed. In addition, the position of human resources in the most high positions is useful to encourage organizations to display the norms of behavior, values and beliefs as an important means of improving their performance. This 21st century is the beginning of the era of globalization, and is an era of human resource rivalry between nations. Therefore, it is an obligation for an institution or organization to improve human resources thoroughly. The quality of human resources according to Veitsal.Rivai (2009:5) is covering moral, spritual, intellectual and physical qualities that are capable of facing future challenges.

In recent years, many human resources functions have changed and are closely related to vision, strategy, structure, process, in the organizational system. Nevertheless, for the continuity of the tranformation of human resource functions, and human resource professionals must develop and demonstrate new competence to fulfill their roles and responsibilities the functions of human resources have undergone unprecedented change in recent years. To achieve higher grades in their company, many human resource functions are demonstrated to lower human resource costs, improve the quality of human resource services, and improve stronger relationships

to improve organizational performance.

The human resources needed today are human resources capable of mastering technology quickly, adaptive and responsive to technological changes. Therefore, so that the organization can compete, not enough with only the sophistication of technology, but must be supported by a reliable human resources, so that the most valuable investment in an organization is human resources.

The most fundamental consideration of improving the quality of human resources in the organization is because of the strategic role of human resources as the implementation of organizational functions namely planning, organizing, management of staff, leadership, control, and supervision as well as implementing corporate operations such as marketing, production, trade, industry, finance, and administration. Successful implementation of these functions depends largely on the extent of the quality of the human resource. This illustrates how important the strategic role of developing and improving the quality of human resources in the organization continues to evolve in line with the demands of the globalization era. Human resources are the most important asset in an organization, because it is a resource that can control the organization and maintain and develop the organization in the face of various demands of the times. Therefore, human resources must be considered, maintained and developed. Human resources need to be developed continuously in order to obtain quality human resources in the actual sense that the work carried out will produce something desired.

Quality human resources are not only clever, but must also fulfill all the qualitative requirements required of the work so that the work charged to him will be resolved properly and in accordance with the existing plans. In an effort to achieve an effective and efficient organizational goal is not easy. Therefore, in the organization, both private and government organisations are required adequate work equipment, so that it can facilitate the work done. However the complete work of the equipment, human resources factor should be more attention, because the human resources that determine the success or absence of an organization.

The centralized governance system that has been practiced for more than three decades has gained an increasingly extraordinary pressure from the various elements of the nation to be restructured. This condition was positively responded to a number of policies especially in the field of politics and government that were more in line with the spirit of democracy. One of them is the resultant law No. 22 of 1999 on local government which has been replaced by LAW No. 32 year 2004 on local government because it is not in accordance with the development of State, constitutional, and demands of organizing regional autonomy. While the law No. 25 of 1999 on financial balance between the central and local governments has also been replaced with LAW No. 33 year 2004 on financial balance between the central and local governments. These two LAWS are the basis for the transition of a centralistic system of governance to a desentralistis system of governance. THROUGH Law No. 32, 2004, the regional House of Representatives (DPRD) is no longer part of the local government, BUT DPRD is a representative institution of regional people and domiciled as an element of regional governance (section 40). The change of the DPRD's position carries considerable implications including the existing districts in West Sulawesi province. The district DPRD in West Sulawesi Province have a considerable duty and authority in determining the direction of government policy and development in the district. On the one hand, this is a positive value to the development of democratic values including the greater control of the DPRD on the governance of the district in West Sulawesi province.

If the previous members of the DPRD were less empowered in controlling the district government in West Sulawesi, now the members of the LEGISLATORS are empowered to do so, so that the check and balances are expected to run more effectively in areas of the district in West Sulawesi. Implementation of tasks and authority of the members of District DPRD in West Sulawesi has also caused a number of problematics. Various issues arose to the surface, both through discussion forums and those in the mass media showed that most of the quality of competence of DPRD members, both at the district and city level is far from adequate. This obviously threatened the success of the implementation of the tasks and authority of the increasingly larger district DPRD. Competence OF Parliament members is actually an important element that can directly become an obstacle in the implementation of its main tasks and functions, especially as the execution of regional autonomy. The demands of high workload as a consequence of the implementation of regional autonomy should certainly be followed by an increase in its competence.

The main constraints that need to be addressed, improved and improved are the competencies that include knowledge, skills, work experience and the mastery of human resource technology from each employee. Gomes (2003), suggests that elements of human resource competency include: ability, attitudes, values, needs, and human characteristics. Because human resources are seen as the greater role for the success of an organization, many organisations now realize that the human element in the organization can provide competitive advantage. Many theories that explain the importance of competence, among them what was introduced by Donald (2007), which is the theory of competency based on Window theory or also known as the window theory, that the language of the work has been observed or viewed from 4 sides of the window, namely: education (education), skill (skill), experience (experience), and mastery of technology. The focus or core of this window theory is competence. Resources that have skills supported by mature work experience are human

resources that capability.

According to Herszberg in Iqbal (2014) that the satisfaction of work classified as staff and leaders are different. Staff Despite earning low income, but tend to be more easily satisfied with things that are hygiene like incentives, and comfortable working conditions. While the leaders tend to be satisfied with the motivator things that are directly related to the work such as nurturing good relationships with colleagues, more prioritize appreciation and self-actualization. The motivation that is the primary basis for a person entering an organization is in the framework of the business of the concerned fulfilling their various needs. Therefore the key to the success of a manager/leader in moving his subordinates lies in his ability to understand the theory of motivation, so as an effective driving force in the effort to improve job satisfaction and employee performance in an organization.

The implementation of organizational culture has always been the concern of all elements in the organization. The essence of organizational development is to embed organizational cultural values that have been implanted by previous founders. This is in accordance with the opinion of Handy (2007:18) which suggests that organizational culture is an actualization of habits that have values and norms to adhere to by each member of the organization. Values become adhesive of all values of sensitivity, freedom, courage, and openness to realize the objectives of the Organization. The organizational culture of District DPRD members in West Sulawesi province needs to be improved to avoid the cultural fragility of the organization. But it is common to see that most members of the DPRD lack integrity in carrying out basic tasks and functions that are entrusted to him, lack of identity or self-esteem in providing the best service to the public, still the low responsibility of work in addressing the problems faced, the low level of work discipline, and the ability to create optimal working orientation is still low. This phenomenon shows that organizational culture is still fragile in influencing job satisfaction and its performance to the organization. Due to weak organizational culture, DPRD members are often lacking/lack discipline in working, and low crafts, attendance, obedience and obedience will affect the improvement of its performance.

In doing so, in improving the culture of the DPRD member organizations, the government needs to be the implementation of the Organization culture fundamental theory. The theory is developed by Algerrow (2008:33) that advanced and modern organisations are not separated from the fundamental philosophy that adheres to five values, namely integrity, identity, responsibility, discipline and outcome orientation. This theory plays an important role in instilling the organizational culture of members of the Organization to enhance individual work satisfaction and increase employee commitment in an organization. Some previous studies have analyzed the linkage between organizational culture variables with work satisfaction and individual or employee performance (Peter Lok & John Crawford, 2014; Ida Ayu Brahmawati, 2016; Adstri Ghina, 2012; Winardi, 2012; Mutmainah, 2013; Chan & Purnawa, 2013; Sunadji, 2013; Siti Saleha, 2013; Dimtrios & Athanasios, 2014)

**Table 1**  
Average job satisfaction and performance level Data  
District Legislative Assembly in West Sulawesi Province year 2014-2018

Tahun	Persentase Kepuasan Kerja Anggota DPRD		Persentase Kinerja Anggota DPRD Atas Penyelesaian Aktivitas	
	Realisasi	Target	Realisasi	Target
2014	73,16	90 - 100	85,52	90 - 100
2015	76,42	90 - 100	84,74	90 - 100
2016	78,71	90 - 100	82,91	90 - 100
2017	86,34	90 - 100	81,72	90 - 100
2018	88,46	90 - 100	81,29	90 - 100

The above Data shows the achievement of the percentage of work satisfaction of DPRD members in 6 regencies in West Sulawesi province whose realization is improved, but not achieving the expected target. While the percentage of performance over the completion of its reality work activities decreased and also did not reach the specified targets.

In the district DPRD in West Sulawesi province, it is seen that the implementation of human resource management has not strengthened the organization. Currently, the chairman of the DPRD in West Sulawesi province has thought of human resource development efforts through increased job satisfaction and improved performance to its members. Some members of the PARLIAMENT in carrying out basic tasks and their functions have not been satisfied with the achievement of personally achieved results. There are among the

members of the PARLIAMENT to feel less satisfied with the work

, assuming the work is less attractive, the work done does not provide a working challenge, achievements achieved during the not increasing, lack of attention to the award given, and less satisfied with the promotion received. To determine the performance of THE DPRD, a work assessment is required. The purpose of the DPRD's performance assessment is to evaluate the success of the activities achieved by the DPRD members, Utamnaya in developing their capacity and performance. The symptoms of dissatisfaction perceived by some members of the DPRD affect the performance of the organization. This can be seen from achieving the realization of work that does not match the target specified. The leadership in the district DPRD in West Sulawesi province often complained and rebuked its low-performing members. The performance appraisal of the DPRD members in the organization is seen often experiencing a decrease in the amount of the resulting quantity of work (judging by the number of jobs completed), the low quality of the work shown (quality of work), the completion of an untimely work (work efficiency), a work solution that is less beneficial (working effectiveness)

The policy direction of increasing regional autonomy according to (Adisasmita,2009:147) is (a) developing a vast, tangible and responsible regional autonomy; (b) Conduct assessment or policy on the validity of the autonomy of provincial, Regency/city and village; and (c) establish a financial balance between the center and the region fairly by prioritizing the wider regional interests through decentralized licensing and investment as well as resource management; and (d) empower the regional House of Representatives (DPRD) in order to carry out its functions and roles in order to implement broad, tangible and responsible regional autonomy.

Starting from the direction of the policy, the objective of increasing regional autonomy is to increase the capacity of local governments to empower people through community service efforts more effectively, efficiently, accountable, transparent and responsive. The main problems faced in the implementation of regional autonomy include the limited availability of human resources and government apparatus in accordance with the demands of the needs, both in terms of human quality and quantity, as well as the performance of members of the DPRD in order to grant regulatory devices for the increase of regional income which ultimately resulted in the low financial ability of local governments to finance the performance of tasks and functions of

There are some phenomena in the era of regional autonomy, namely (1) low competency of the leader, this is not apart from the pattern of promotion and recruitment that are less considering the competency of the leader to be lifted. The appointment of civil servants is only based on DP3 and the implementation of the employment assessment, while the determination of the DPRD based on the most votes, is not informative enough to measure the performance of potential leaders. Don't be surprised when this kind of leader doesn't know what to do. (2) The leader in running the organization has not been moved by the vision and mission of the organization, still driven by rigid regulations, the leader can not develop the potential of the organization and unable to conform to the demands of internal and external environment, so that the leader can not approach, motivate, influence and mobilize employees with appropriate techniques. (3) The leader relies on its formal authority, power is made to power in moving members of the DPRD, the leader does not understand the differences in characteristics such as: attitude, behavior, ability, knowledge and so on that is fulfilled by DPRD members. If the leader knows the character of the DPRD members, it will be easy to move and motivate precisely that can improve the performance of DPRD members. (4) The overuse of the task policy is potentially large to give birth to an unprofessional leader (officer). This is a very disturbing task policy, inhibiting motivation and extending the line of heartache. (5) The reception of the legislative candidate is not qualified because the requirements are very simple and less selektif.

The main tasks of members of the provincial and Regency/city legislature are the functions of legislation (making regional regulations), the function of the budgeter (assigning APBD) as well as supervisory functions on the implementation of government wheels, development and social societal areas. In order to improve the roles and duties of the DPRD there are still problems related to performance, among others, the process of determination of Perda still impressed slow so, the stipulated Perda still very little, the existence of Perda set but not effective implementation, the existence of the uncompleted Raperda 16

The discussion, the preparation of Perda initiative by members of PARLIAMENT is still not optimal and supervision function of the Government wheel is also not maximized. Another phenomenon related to the decline in performance that occurred in the DPRD organization is the absence of programs from the DPRD that favour the lower people, even commissions in the DPRD do not work anymore according to the task of Commission A should take care of the field of government and others, in fact took the task of commission C so that the establishment of a pansus not the proposal came from the Commission 2012 concerned

## **II. Rivew Literature**

### **A. Competence**

Competence is the underlying characteristic of a person and relates to the effectiveness of individual performance in his work (Mitrani, 2015). Thus, individual competence is inherent in itself that can be used to predict performance levels. Something that is meant can be related to motives, concepts of self, nature, knowledge and skills/expertise. Individual competencies in the form of skills and knowledge can be developed through education and training. While the competency motif can be obtained during the selection process Zainun (2014) suggests that competency is a way of doing work that can be categorized as effective, efficient, productive and qualified because it has the ability to work with the working conditions. While according to Saksono (2013) That competence is a set of knowledge, skills/expertise and attitudes that must be mastered by a worker through learning activities regarding the field of work or office ".

According to Moekijat (2014) Competence is a performance or maximum performances as standard qualification or competency standards in the process of execution of a job/position. While Nawawi (2012) suggests that competence is a working capability that has 3 (three) criteria consisting of: (1) The intellectual ability of the work/position as a principal task; (2) Ability to plan, perform work/job title and assess the outcome by using tools through cooperation activities; and (3) ability to measure and assess progress in working with accounting for efficiency, effectiveness, and productivity. Competence will lead to behavior, while conduct will result in performance. Mitrani (2015:21), said that competence is a fundamental trait of a person who by itself relates to the implementation of a work effectively or very successfully.

The Human resources competency theory expressed by Beer and Spector (2004) is known as the "assets" theory. This theory explains that every worker is assessed as an asset for an organization that affects each other to produce compensation. The theory of interest introduced by McKenne (2004) states that everyone in an organization of human resources has the interest to excel according to the level of knowledge, skills, expertise, and attitudes demonstrated to achieve organizational objectives.

Human resource competence is more referring to the theory of proficiency. The theory of proficiency introduced by Terry (2005:151) states that every human resource has competence. Ideal competence is supported by knowledge, skills, expertise and professional in acting. Every human being has potential, because it is potential consideration in improving and improving the competence of human resources. The core competencies developed according to the access theory introduced by Morgan in Hasibuan (2013) are stated that every human being has access to knowledge, skills, life travel, and future orientation. This theory is then simplified that the knowledge description will be achieved through education. Each skill is determined by the level of skills being passed. The journey of life is essentially an appreciation of the experience faced by a person and the orientation of the future is much determined by the advancement using technology so it needs mastery of technology.

Ritzer, George, (2004), suggests that competence refers to the underlying characteristics of behavior depicting motives, personal characteristics (traits), concepts of self, values, knowledge or expertise brought by someone who performs superior performers in the workplace. Furthermore, there are five characteristics that make up competence, namely: (1) knowledge; Referring to information and learning outcomes; (2) Skills; Refers to a person's ability to do an activity; (3) Self-concept and values; Refers to the attitude, values and self-image of a person, such as a person's belief that he or she can succeed in a situation; (4) Personal characteristics; Refers to the physical characteristics and consistency of responses to situations or information, such as self-control and the ability to remain calm under pressure; and (5) Motif; are emotions, desires, psychological needs or other promptings that trigger action.

### **B. Motivation Work**

The term motivation (motivation) is derived from the Latin word *Movere* which means "to move", as expressed by Robbins (2012:214) that the motivation represents the psychological processes, which cause encouragement, to be translated and the persistence of voluntary activities (volunteers) directed towards a specific goal.

The presented definitions relate motivation to working efforts with performance or work performance. Motivation predicts efforts. Effort together with individual traits and help organizational predict performance. A highly motivated person is the one who performs substantial efforts to support his or her work objectives and the organization in which he works. While a person who is not motivated only gives minimum efforts in terms of work. In other words, motivation is an important determinant for individual performance. Job motivation can be expressed in a variety of approaches that can foster work morale or job passion and should not be listened to from sub-sub system as a whole but can also be seen only from one of its sub system. The sub-systems that are present in the work motivation are intrinsic and extrinsic sub-systems that can be seen partially.

Part of the motivation sub system among others is the aspect of incentive (incentive aspect), work condition, employee relations (employed relationship) and work facilities. In a variety of work motivation in

general, relatively not much experiencing differences. However, it is necessary to be aware of a fundamental distinction, such as the more specific work motivation theory and focus on the job characteristics in an organization. The characteristics can be seen from employee behaviour e.g. why one should work hard to complete the task though difficult and why there are employees who refuse to be promoted. In this study will examine and deepen the understanding of work motivation processes related to work behavior. Work behavior in the organization will be transformed into initiatives and as a Director in encouraging the completion of one's duties and ending with performance, if a person gets recognition, is given responsibility (responsibilities), achievement is appreciated, if the work itself (job itself) is enjoyable and there is a chance of growing and developing (growth and development). The five Behaviors by Sigit (2013) are referred to as intrinsic factors which are job content. If the five factors are assessed by the employee, the employee is satisfied and will be motivated (motivated) to work more productively. Conversely, if the factors are assessed by less or not good employees, then they feel there is no satisfaction (work satisfaction) so it is not motivated to work more productive. Thus, the five factors can be said to be a factor that can motivate employees to work so they feel satisfied to work.

On the other hand there are several factors that make work dissatisfaction and there is also no work dissatisfaction. Sigit (2013), reveals there are 7 factors, namely: (1) Salary grant (salary); (2) Employee status; (3) Workplace conditions (working conditions); (4) Interpersonal relationship (personal relations); (5) supervisory (supervision); (6) Occupational safety; (7) Organization policy and administration. The seven factors are related to the environment or the job context, so it is often referred to as extrinsic factors. If the seven factors are assessed by the employees, then the employee does not have Ketidak-puasan work (no job dissatisfaction). Conversely, if the factor is assessed by the employee is not good, then there is a job dissatisfaction. These seven factors are also called hygiene factors that means that need to be healthy and maintained for the sake of goodness, it is also known as a factor that should be maintained (maintenance factors). According to Herzberg's theory in Sigit (2013), despite the motivations of good factors in the situation according to the assessment of employees, but the maintenance factors do not support the situation, it will not lead to satisfaction (work satisfaction) employees. Therefore, to improve the motivation of work by way of improvement on the motivation factors should first improve the improvement on the maintenance factors or extrinsic factors, only then on the motivation factor or intrinsic factor. In Herzberg's study cited by Robbins (2012), Mathis and Jackson (2012), and Robbins (2012), not on ordinary employees but on 203 professions as engineers and accountants in various companies in the United States. The results of Herzberg contribute to the science of organisational behaviour in conclusion that with the Hygien factor (hygiene factors) alone will never give chronic satisfaction and in the long term will suffer. Philosophically people who are just looking for improvement of hygien factors are those who simply seek enjoyment and fear of suffering by Herzberg symbolized as animal nature, while seeking improvement on the motivational factors is a true human nature.

The human relations Model in management with excessive control will contain negative consequences for employee motivation and performance. Please be aware that social relations in working life are closely related to the motivation of work. If more attention is given to the relationship dynamics and interpersonal groups in the workplace will be increasingly positive in fostering a work morale group. In a human resources approach model found basic approach with management assumptions referring to the Y theory is different to the approach with X theory, Y theory says that on the exact conditions the average worker is able to demonstrate self-briefing, responsibility, and initiative. McGregor in Robbins (2012:218), Kreitner and Kinicki (2008:210), suggested that most employees could perform more self-motivated behaviors than the work needed today or allow for the earning of productive tendencies that have not been actualized by the work.

### C. Organisasi culture

Before understanding the organizational culture study, it is necessary to understand what is meant by culture, organization and culture of the Organization. According to Robbins (2012) culture is a set of values that are learned, believed, possess the standards of knowledge, morality, laws and behaviors expressed by individuals, organizations or communities to act according to the fundamental habits of looking at him. Handy (2007) states that organizations are a group of more than one person doing cooperation based on the interests and objectives that they wish to achieve. Patricia (2007) states that organizational culture is a complex set of ideologies, symbols, and core values to influence organizational viewpoints. The fundamental organizational culture theory propounded by Algerrow (2008:33) that advanced and modern organizations have a fundamental philosophy that binds each member of the organization to the value of cultural adhesives in advancing the organization or company. The value of the organizational culture adhesive is integrity, identity, responsibility, discipline and orientation of results in managing the organization.

An important study affecting the organizational response internally and externally is the organizational culture. Singular (2014:29) states organization culture or organization culture is a set of important assumptions about the organization that contains elements of integrity, identity, responsibility, discipline and outcome

orientation. This can mean that organizational culture is a framework in organizing and directing people's behavior in the job. Organizational culture organizes and directs one to have sensitivity about organizational activities, freedom within the organization, courage to develop organizational existence and openness of organization in accepting innovation. Handy (2007) states that diagnosing an organizational culture is reflected in sensitivity theory, Independence theory, braveness theory, and transparency theory (No.).

These theories then give birth to an important indicator of building a cultural understanding of the Organization. The existence of organizational culture becomes a huge force in achieving organizational objectives when the existence of organizational culture is an added value for everyone in the organization. Mann (2008:23) states the organizational culture is an added value when the element of integrity, identity, responsibility, discipline and orientation is the result of an integral link. The implications of the value-added culture of this organization spawned an organizational cultural value model. Quinn (2007:122) mentions that the organizational culture value model spawned a prospective internal maintenance and external self-placement, flexible processes and process-oriented control

For organizations, organizational culture plays an important role to influence job satisfaction. Ndraha (2014:33) stated the exist of the organizational culture impacting job satisfaction. The integrity, identity, responsibility, discipline and orientation of the results given to the members of the organization in line with the basic behavior of the change of value adopted becomes the core of culture to achieve organizational objectives. Handy (2007:114) states organizational culture has a strong influence on achieving individual and organizational performance. An individual-looking reality that is sensitive to progress seeks to improve their working skills, by developing freedom of work creations for job optimization, individuals have the courage to develop job opportunities to achieve work performance and continue to perform more professional transparency of work.

The cultural core of the organization that is run individually generates sensitivity to work progress, freedom to work creations, courage to job opportunities, transparency of work professionalism. The Output of the resulting cultural core values is a performance appraisal element. On the other hand, organizations in the cultural core applied have given reinforcement to the potential of human resources, institutional strengthening of work units and organizational achievement (Handy, 2007:115). Understanding the descriptions above, organizational culture builds upon an indicator of integrity, identity, responsibility, discipline and outcome orientation that has a direct or indirect influence in realizing job satisfaction and performance achievement for an organization. It is natural if the organizational culture is one of the determinants of individual human resources development and human resource Organization development

#### D. Kepuasan Job satisfaction

Job satisfaction focuses on individual perception of the work that the organization has given to him (Barney & Griffin, 1992). Thus, job satisfaction is a very important issue for the organization because theoretically job satisfaction as a series of individual perceptions will affect the attitudes and behaviors of individuals carrying out their work (Winardi, 2012). With the high employee satisfaction rate organizations will benefit not only to meet the interests of the Organization but also in order to achieve organizational objectives.

Job satisfaction is a set of individual feelings about the pleasant or unpleasant perception of an organizational environment and the work performed (Barney & Griffin, 1992). Davis & Newstrom (1993:396) defines job satisfaction as a conformity between the expectations of a person arising and the rewards that are being incurred from the work. This understanding indicates that job satisfaction is closely related to aspects of justice, psychological contracts between individuals and organizations, and individual motivation. The more aspects in the work are suited to individual wishes and expectations, the higher the level of work satisfaction that occurs in the organization. Five work satisfaction models, expressed by Kreitner & Kinichi (2008:95), namely (1) fulfillment of needs, which explains that satisfaction is determined by the characteristics of a work that allows one to fulfill his needs; (2) A mismatch, which is a model that explains that satisfaction is the result of a fulfilled expectation; (3) The achievement of value, which is to explain that satisfaction comes from the perception that a work allows for the fulfillment of important work values of the individual; (4) The equation, which explains that contentment is a function of how an individual is treated at work, and (5) a character/genetic, who seeks to explain some people feel satisfied with certain situations and working conditions, but others feel dissatisfied with the condition.

Job satisfaction according to Luthans (1998:126) is an emotional state of a positive or enjoyable person resulting from an assessment of a work or work experience. The definition of work satisfaction developed by Luthans shows that job satisfaction is one form of perception of employee or employee about the work given by the Organization by giving the important importance of the job. The indicator of work satisfaction according to Luthans consists of (1) The work itself, (2) Wages/Salaries, (3) promotions, (4) supervise, (5) Working Groups, and (6) conditions/work environment.

In a more operational form, Schemerhorn et al. (1996:132) mentions three important dimensions in job

satisfaction, i.e. (1) Work satisfaction is essentially a response or an individual's emotional response to the working situation, (2) Work satisfaction is determined by suitability between the obtained results and expectations, and (3) job satisfaction represents some of the perception associated with the organization. Herzberg with his theory of job satisfaction stated that job satisfaction is related to the Motivator-Hygiene factor (Kreitner&Kinichi, 2008:271). Factors motivator related to the work that offers achievement, recognition, challenging work, responsibilities as well as prospects of progress. While the hygiene factors related to company policy, supervision, salary, working relationship and working conditions. Inferred hygiene factors can only eliminate dissatisfaction only, unable to improve job satisfaction, while the motivator factor will be able to improve job satisfaction, when this factor exists.

Celluci and De Vries (1978) in Mas'ud (2014:66) formulate indicators of work satisfaction in 5 indicators as follows: (a) Satisfaction with salary, (b) Satisfaction with promotion, (c) Satisfaction with colleagues, (d) Satisfaction with supervisors, and (e) Satisfaction with the work itself. According to Luthans ' View (1998:126), job satisfaction is the result of employee perceptions of how their work can give something that is considered beneficial. Because this is a matter of perception then the satisfaction of the work shown by someone differs from others, because the thing that is considered important by each person is different, Luthans (1998:126) divides the job satisfaction into 3 (three) Dimensions: (a) Job satisfaction is an emotion that is a response to the work situation. It is not viewable, but only predictable and perceived or this cannot be stated but will be reflected in the attitude of the officer. (b) Job satisfaction is expressed by obtaining an appropriate outcome, or even exceeding than expected, for example a person works as well as he can afford to do and hopes that the reward is worth it. And in fact, he got a salary in accordance with the expected and received praise from his boss because of his ability to achieve. So this kind of employee will feel satisfied in working. (3) Job satisfaction is usually expressed in attitude. A person who is satisfied with the work will be reflected through his or her behavior, such as he will be more loyal to the agency, work well, dedicate high, orderly, discipline and obey the rules established by the Agency, and other attitudes that are positive. Furthermore, Ostroff (1992) argues that the work satisfaction hypothesis is brought about by human relations theory that can be explained by social relations where employees are related to some social giving that will be a satisfaction experience and feel the obligation to help each other, as a form to increase productivity. Employee satisfaction and attitude are an important factor in determining behavior and response while working, and this is a proof that organizational effectiveness can be achieved.

It can be concluded that the understanding of job satisfaction has a broad aspect, job satisfaction can not only be understood from the physical aspect of the work itself, but from the non physical side. Job satisfaction is physically related in carrying out the tasks of his work, the environmental conditions of his work, he also deals with his interactions with his fellow colleagues, as well as the system of relations between them. In addition, job satisfaction is also related to prospects with their work whether to give hope for growth or not. The more aspects of expectations are fulfilled, the higher the job satisfaction rate. High low work satisfaction can be seen from some aspects such as productivity level, attendance level, as well as the resignation rate of the work. In addition to the dissatisfaction of work in many ways often manifested in active and passive destructive actions, such as complaining, becoming disobedient to the rules, not attempting to safeguard the company's assets, letting bad things continue to happen, and avoiding their responsibilities.

#### D. Performance

The term performance comes from the word job performance or actual performance related to all activities in a working organization. In Indonesia, the term performance has been popularly used in mass-media and Indonesia's mass media to give the word equivalent in English for the term performance, namely "performance". According to The Scribner-Bantam English Dictionary, United States and Canada, in 1979, the following information: First, comes from the root of the word "to perform" which has the following "entries": conducting, executing, fulfilling or executing the obligation of a votive, executing or perfecting responsibility, doing something that one or machine expects. It can be concluded that from some of these entries "to perform" is to do an activity and to refine it according to the responsibilities and in accordance with the results as expected, while the meaning of the word performance is a noun that one of them is: "Thing done" (something that has been done).

Considering this above, the meaning of performance or performance is as follows: "Performance is the result of work that can be achieved by a person or group of people in an organization, according to their respective responsibilities, in order to achieve the objectives of the organization legally, not violate the law and in accordance with moral and ethics" (Wahid, 2014:29). Then regarding performance is interpreted also by Simamora (2011:327) is a achievement of certain employment requirements which eventually can be reflected in the resulting output. Soetjipto (2012:7) mentions the term performance and achievement of work, namely: the work of a person during a certain period compared with various possibilities, such as standards, targets/objectives. According to Mangkuprawira (2015:67), the term performance comes from the word Job



Performance or Actual Performance (the actual achievement of work or achievement achieved by a person). The definition of performance (work achievement) is the result of work in quality and quantity achieved by an officer in carrying out his duties in accordance with the responsibilities given to him.

The performance according to Ivancevich (2003:14-15) is a set of results achieved and a demonstration on the action of achievement and execution of the requested work and performance is a function of motivation and ability. A person must have a certain degree of willingness and skill level to carry out a task and work. Willingness and skill are not effective enough to work on things without a clear understanding of what is done and how to do it. Furthermore Robbins (2012) said that performance as a function of interaction between ability or ability (A), motivation or motivation (M) and opportunity or opportunity (O), i.e. performance = f (A x M x O). means performance is a function of ability, motivation and opportunity. Thus, performance is determined by the factors of ability, motivation and opportunity.

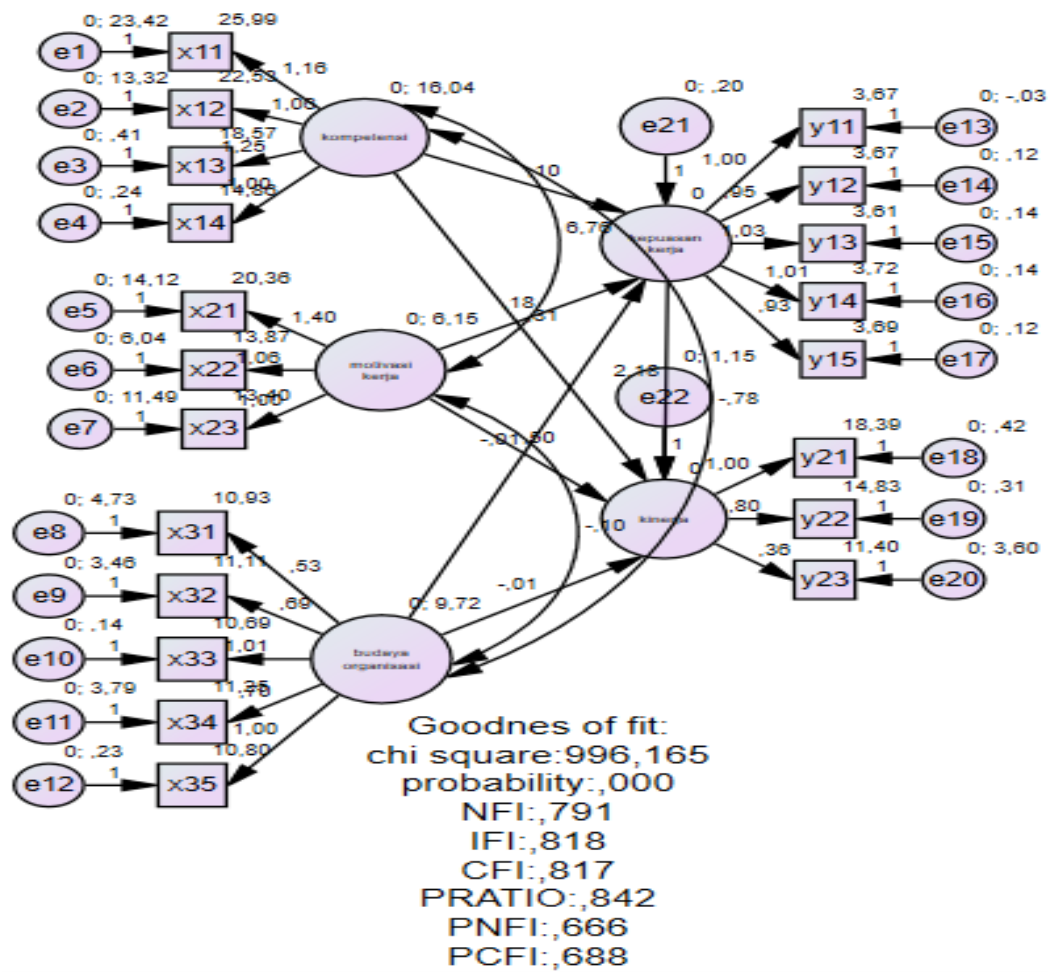
In the behavior of an organization known there are two theories commonly referred to as process theories is a theory of hope (expectancy theory) according to Vroom and equity theory quoted by (Sigit, 2013:57). Both of these theories will provide guidance for employees in acting and behave to achieve an organizational goal that is often measured through the performance of both individuals and institutions. Performance according to Gomes et al., (2001:243) is a condition that must be known and addressed to certain parties in order to determine the level of achievement of an organization that is associated with the vision and mission of an organization and to know the positive and negative impacts on the pre-defined operational policies. Performance is used for management to periodically assessment the operational effectiveness of an organization, the effectiveness of employees based on the basic tasks and functions (AUTH) and based on predefined standards. Performance both individually and organizations can be used as a controlling tool (controlling) to the success of the organization

### **III. Research Method**

This research uses two approaches: a Descriptive approach (descriptive research) and an exploratory approach (explanatory research). The research uses a descriptive approach, as researchers strive to explain the results of research by using tables, drawings and graphs on the data that has been processed. While an expreslanatory approach is used to describe the effect of independent variables (Exogen variables) on endogenous variables (endogenous variables). The exogenous variables consist of competence (X1), motivation Work (X2), and organizational culture (X3). The variable between is job satisfaction (Y1), and the dependent variable is the performance of DPRD members (Y2). The location of this research was conducted in 6 DPRD in Provinsi West Sulawesi province. The population in This study amounted to 195 people in the period 2014-2019 sampling using the formula Slovin with an error of 10% then the sample number of 131 respondents. Considering the research objectives, namely analyzing the influence of competence, motivation and culture of the Organization to the work satisfaction and performance of THE DPRD members, it will be analyzed qualitatively and quantitatively. The most-condemned respondent answer was processed using the program statistics analysis of SPSS version 21.00 and the AMOS (Analysis of Moment Structures) program version 21. The analysis that is done is, Analisis descriptive analysis, qualitative analysis,

### **IV. Results And Analysis**

Empirical testing and proving the influence of these research variables in addition to using descriptive statistical analysis also used inferential statistical analysis of structural equation modeling. Structural Equation Modeling (SEM) analysis through the analysis moment of structural (AMOS) version 16 program is used to analyse the feasibility of structural models and model analysis structural relations can explain as follows: 1. test result feasibility Structural model feasibility testing the structural model aims to know the conformity of data with the observation results built and estimated using the value of standardized regression weights. Structural models that are constructed and estimated consist of direct relationships and indirect relationships refer to the problem formulation and research objectives. The structural Model is said to conform to observation data if the Chi-square is small and non significant at  $\alpha = 0.05$ ; Probability value  $\geq 0.05$ ; CMIN/DF  $\leq 2.00$ ; RMSEA  $\leq 0.80$ ; GFI, AGFI  $\geq 0.90$ ; and TLI, CFI  $\geq 0.95$ . The result of the data processing in Appendix 6 shows the criteria of the model conformance test done by comparing the Cutt-off value of goodness of fit index obtained from the result of the model estimate, that the model has not fulfilled the requirements criteria. The feasibility test results in the structural model through the diagram path presented in the following image:

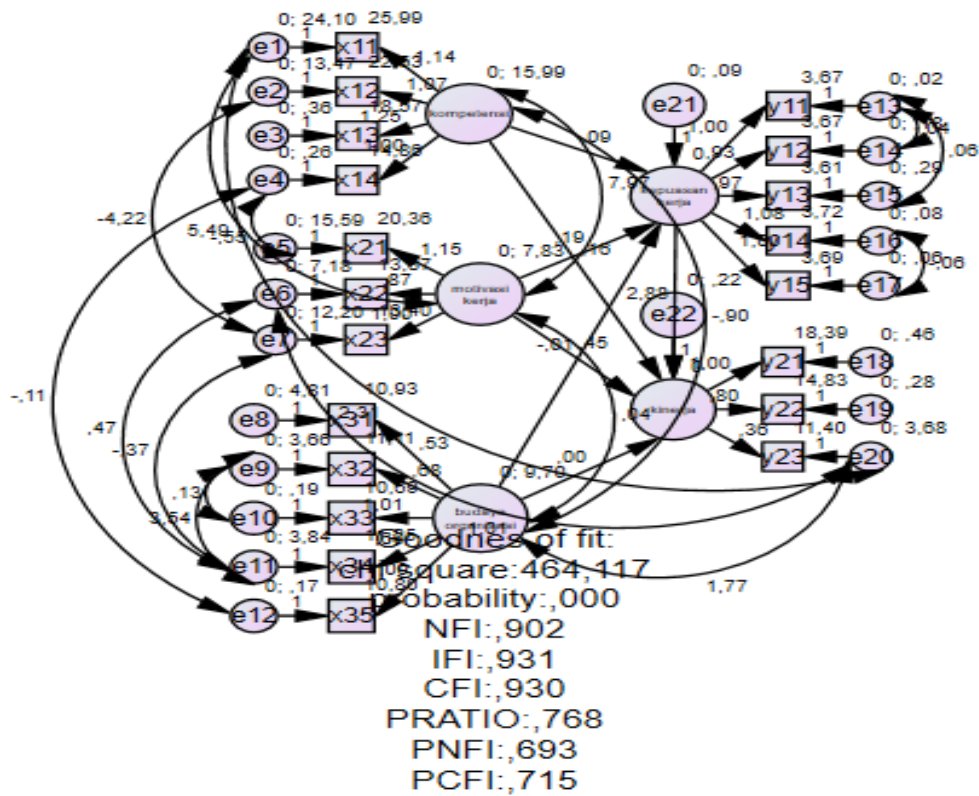


The image shows that the results of the test path of the full model structural model diagram, which is the basis in comparison of the Model conformity index (Goodness of Fit Index) with Cutt-off value presented in the following table :

Table 20 Comparison of Model conformity index with Cutt-off Value (Model 1 (initial))

Criteria Conformity Model	Index Conformity Model	Cut-Off Value	Description
Chi-square (df = 160)	996.165	Expected small	Marginal
Probability	0.000	≥ 0.05	Marginal
CMIN/DF	6.226	≤ 2.00	Marginal
The The RMSEA	0.204	≤ 0.08	Marginal
TLI SULTAN BANTILAN	0.783	≥ 0.95	Marginal
Cfi	0.817	≥ 0.95	Marg

Based on the analysis done, the value of Chi-Square = 996.165 with df = 160 and the probability of 0.000. This Chi-Square result indicates that the zero hypothesis stating the same model as the empirical data is unacceptable which means the model has not been fit (Model 1 (initial)). Because the Model 1 (initial) is built yet to meet the Goodness of fit tests, namely the suitability of the model with Cutt-off value, it should be modified model (modification indices) through improvement on covariances and variances and regression weights (Hair et al., 2010; 271). To fulfill the requirements in the Goodness of fit tests that are in the Model 1 (initial) has not been met , the modification indices performed, as shown in the following figure



Kriteria Kesesuaian Model	Indeks Kesesuaian Model	Cut-off Value	Keterangan
Chi-square (146)	464,117	Diharapkan kecil	Baik
Probability	0,000	$\square \geq 0,05$	Baik
CMIN/DF	3,179	$\leq 2,00$	Baik
RMSEA	0,132	$\leq 0,08$	Baik
TLI	0,909	$\geq 0,95$	Baik
CFI	0,930	$\geq 0,95$	Baik

Sumber: Hasil pengolahan data

According to the table is indicated that after the Modification Indices is shown that the Model 2 (end) has fulfilled the test alignment (Goodness of Fit tests) namely the suitability of the Model with Cutt-off value, because of the nine criteria of conformity of existing models, Model 2 (end) has fulfilled 7 (seven) among the 8 (eight) criteria of model conformity. Model testing results in images and tables. Shows that of the eight criteria goodness of fit index structural model built to estimate the parameters according to the data of the observation result, there are 7 (seven) criteria that have qualified minimum limit (cut off point) required i.e. Chi-square value; Probability, CMIN/DF, CFI, TLI and RMSEA and GFI, while AGFI is not yet good (marginal). Referring to the parsimony principle (Arbuckle and Wothke, 1999; in Solimun, 2004; 89) that if there are one or two goodness of fit criteria that have fulfilled the expected value, then the model can already be said either or the development of the conceptual and theoretical hypothesis model can be said to be supported by empirical data. Referring to table 14, it is shown that the value of Chi-Square = 185,052 with the value of degree of freedom (DF) = 155 and Probability 0125. This Chi-Square result indicates that the zero hypothesis that states the same model as the empirical data is acceptable which means that the Model 2 (end) is fit or already in accordance with the observation result making it possible to analyze structural relations and hypothesis testing.

## **V. Discussion**

Based on the theory that the establishment of THE legislators' performance can not be separated with the individual performance which is an antecedent of competence, motivation and culture of the organization, thus raising the desire of researchers to study it together in a research in the field of human resource management by using personnel as an analytical unit on the grounds that THE legislator is the spearhead of the organization

### **1. Effect of competency on job satisfaction**

Based on the results of SEM analysis is seen that the competency of DPRD members directly affect job satisfaction. This means that the hypothesis that there is a significant influence of the DPRD member's competence on work satisfaction is acceptable. The higher the competency (X1) The higher the work Satisfaction value (Y1). The effect of competency on work satisfaction in this research is positive and significant, which means that if the competence of the DPRD members will be better and better, then the work satisfaction of the DPRD members will be increased. The competency research of DPRD members refers to Spencer and Spencer (1993) by looking at the aspects of human relationships with interpersonal relationships, namely intellectual, emotional and social competencies. The change in the level of work satisfaction continues to improve, it is required the competency standard of high members of DPRD also. It is necessary to be observed by various parties, especially the decision makers of the DPRD members to achieve a high standard of competency needed various improvement efforts. From the phenomenon in the field, it is seen that there are 55 Reponden or 43.3% with SLTA education and DPRD members who served as members of PARLIAMENT for 1 period are as many as 90 people or 70.90%, and who served for 2 periods as much as 37 people or 29.10%. On the other hand, the result of a descriptive analysis of the respondent's response shows that the competency belonging to DPRD members is still low level. Therefore, it is appropriate to provide a wider opportunity for other members of the DPRD to follow the education and exercises that are in accordance with the duties and responsibilities, but also do not close the possibility to acquire have a great opportunity to get a higher formal education again.

The research was in line with previous research of Wen-Hwa Ko (2012), Munevver Cetin et al., (2012), Andries de Grip et al., (2006), Orhan and Dincer (2012) and Gupta and Mir (2013) that the better employee competence will result in better employee satisfaction. Robert A. Roe in Mujanah Siti (2012) expressed the definition of competence as the ability to perform one task, role or task, ability to integrate knowledge, skills, attitudes and personal values, and ability to build knowledge and skills based on experience and learning. Similarly Steven Moulton in Listio (2010) is the competency of technical capability that distinguishes the company with competitors. While for individuals, competence can be defined as a combination of knowledge, expertise, and habits that affect performance. Competence can be very diverse and different from one person to another. The results showed that the competency has a positive and significant effect on the work satisfaction of District LEGISLATORS in West Sulawesi province. This means that hypotheses say that the competency is positive and significant to the work satisfaction is acceptable, which is evidenced by a regression coefficient that is positive value of 0.460 with a significance value of 0.000 or can be said to be smaller than 0.05. This situation shows that the competency that belongs to PARLIAMENT members in 5 districts in West Sulawesi province consisting of intellectual competence, emotional competence, social competence, and spiritual competence has given them satisfaction. With the competence that belongs to the members of the DPRD, they will demonstrate their gratitude towards (1) the work being held, (2) the environment in which they work, (3) the policies undertaken by the leaders, (4) salaries they receive, and (5) Sesame members of the DPRD or their partners.

From the results of the descriptive analysis of the competency variables used in this study consist of 4 dimensions, among others, intellectual competence, emotional competence, social competence, and spiritual competence. In error based on the table above, it can be seen that the competency variables are perceived as effective by respondents (members of the District DPRD in West Sulawesi province) with an average value of 3.72. It can be explained that basically respondents have assessed the competencies applied to the members of the District DPRD in West Sulawesi province is effective so it is worth to be maintained.

In this case the competency is essentially a part that can not be separated in improving the quality of the company's human resources, in which there are a series of life skills that can be optimised for use in exporting economic values in daily life. According to him competence is one of the most valuable resources owned by individuals, organizations and society. In other views, competence can also be understood more than knowledge, skills and professional identity. Competence is also an ability aimed at implementing skills and knowledge or application of knowledge, skills and performance conduct. Job satisfaction is the attitude of the individual to his work, as a result of his perception in his work, as well as the degree of disruption among individuals with organisations influenced by aspects such as payroll, promotion, supervision and working companions. It can further explain that more payroll problems lead to dissatisfaction and how to express their

satisfaction with the amount of money it has earned. Promotion, there is no opportunity to gain promotion and opportunity and increase experience in improving skills during work.

The high competency of employees will influence the higher employee satisfaction. As mentioned earlier that work satisfaction is measured by four indicators namely intellectual competence, emotional competence, social competence, and spiritual competence, where four indicators are represented each question item. Work satisfaction in DPRD members is still felt less (average 3.72), so it should be a improvement to improve job satisfaction. With the higher competence of the LEGISLATORS, it will result in the highest work satisfaction. Increasingly high work satisfaction requires organizational support, superiorors, and equitable equity.

The fact of PARLIAMENT members, organizational support, superiorities, and equitable equity are still lacking. The less visible organizational support of the company's lack of concern for the welfare of its employees, the alienation of management's reliability at the time of the DPRD was a working problem and a lack of attention to insurance, occupational safety. Equitable justice should also be improved because of the salary aspect of the DPRD who are still lacking in accordance with its responsibilities, members of the DPRD who have not obtained salary and promotion positions that are appropriate to the education, training and tenure, and lack of salary justice compared to other organizations from the above exposure shows that the competency of DPRD members is absolutely necessary to create satisfaction in working. In this case, competencies that need to be considered are competence in the form of education improvement of DPRD members. Education is a key factor of the high competency of DPRD members, both formal and non formal education/training. In order to obtain a good education and in accordance with the field of employment in the office of the District DPRD in West Sulawesi province, the most necessary is to provide opportunities for DPRD members to follow the appropriate education and training. Furthermore, members of PARLIAMENT must be able to practice the knowledge he has received. That is, employees can use the knowledge that has been received to complete the work that has been charged to him as a form of member responsibilities of the DPRD. In addition to using (practicing) the knowledge for oneself, no less important, a member of PARLIAMENT must be able to share the knowledge that has to other colleagues, so that this knowledge is intact can be utilized by oneself, as well as the work environment. Thus, the competence of DPRD members will be able to increase in order to achieve satisfaction in working, especially in members of the District DPRD in West Sulawesi province. 185

## **2. Effect of motivation on job satisfaction**

Based on the results of SEM analysis appears that the motivation member of DPRD directly affects job satisfaction. This means that the hypothesis stated that there was a significant influence on the member's motivation for work satisfaction. The higher the motivation (X2) The higher the job satisfaction value (Y1). The influence of motivation to work satisfaction in this research is positive and significant, which means that if the motivation of the DPRD members will be better and better quality, then the work satisfaction of the DPRD members will be increased. Factors that serve as motivators of employees according to Herzberg (Asnawi, 2014) are those who are able to satisfy and encourage people to work well yaiu with achievement (achievement), the award (recognition), the work itself (work it self), responsibilities (responsibility), and progress or development (advancement). According to Simamora (2012) Motivation is something that initiates a movement or something that makes people act or behave in certain ways. Motivation arises from an employee starting from the conscious introduction of a need that has not been met, then set goals that are expected to meet the needs that will be followed by the action to achieve the goal, so that the needs can be fulfilled. Work motivation is an influential condition in generating, directing and maintaining behavior related to the work environment. Motivation plays a very important role in working, so that a person who is highly motivated will try to carry out his duty with power, so that his work successfully according to his ability and easier to achieve his success.

The findings in this study show that the motivation of work positively and significantly affects the work satisfaction of the DPRD members at a rate of 5% significance. It can be seen from the results of analysis of the test influence of work motivation to work satisfaction indicating that the value of probability (P) is smaller than its significance level, and the value of regression coefficient is positive value. Thus, the hypothesis that states motivation for work has a positive and significant effect on acceptable work satisfaction. The results showed that the motivation has a positive and significant impact on the work satisfaction of District DPRD members in West Sulawesi province. This means that the hypothesis that says the motivation is positive and significant to the work satisfaction is acceptable, which is evidenced by a regression coefficient of positive value of 0.487 with a significance value of 0.000 or can be said to be smaller than 0.05. The results of the study gave the implication that district-level DPRD members in West Sulawesi province have been well motivated to carry out their duties and obligations as representatives of the people. This is evidenced by the fulfillment of needs in achieving success or achievement, fulfilling the need to be affiliated, and fulfilling the need for power or work authority. The theory of McClelland is known as achievement motivation theory or also often called three-need theory (trichotomy needs). The three needs are: (1) Need for achievement, need for times, and need for power

(Sigit, 2013:45), Ivancevich et al (2003). The two subsequently quoted the results of the research in McClelland, among others: it is known that the entrepreneurs have the motivation to achieve higher than ordinary people in general. Then the research of various countries is known that the country is advanced or more prosperous, the motivation of achieving the community is higher than the people in the country that have not developed or developing countries.

The results of this research correspond to the results of research conducted by Jurkeiwick (2009), Listo Ronald (2010), Akram Zaki (2011), Rosemany Horrison (2011), Thorlakson and Murray (2014), Fatima Bushra, DKK (2015), Ida Ayu Brahmāsari and Agus Suprayetno (2016), and Deswarta (2017) showing that work motivation is positive and significant to work satisfaction.

### **3. Influence of organizational culture to work satisfaction**

Based on the results of SEM analysis is seen that the organizational culture of the DPRD members is not able to influence directly on job satisfaction. The higher the organizational culture (X3) worth the higher the work Satisfaction value (Y1). The influence of organizational culture to work satisfaction in this research is negative and insignificant, which means that if the organizational culture of the DPRD members will not have an impact on improving the work satisfaction of the DPRD members. The findings in this study showed that the organizational culture is negatively influential and insignificant to the work satisfaction of the DPRD members at a significance level of 5%. This can be seen from the results of analysis of the influence of organizational culture influences on job satisfaction indicating that the value of probability (P) is greater than its significance, and the value of the regression coefficient is negative. Thus, the hypothesis that states the organizational culture has a positive and significant impact on job satisfaction being rejected.

The results showed that the organizational culture is negatively influential and insignificant to the work satisfaction of the District LEGISLATORS in West Sulawesi province. This means that hypotheses that say that the organizational culture is negatively and insignificant to work satisfaction is acceptable, which is evidenced by a regression coefficient of positive value of -0.022 with a significance value of 0.358 or can be said to be greater than 0.05. The results of the analysis showed that the organizational culture is a major consideration in determining the work satisfaction of District DPRD members in West Sulawesi province. This means that the stronger the organizational culture is seen from good cooperation, high discipline, and always open, then the employee satisfaction will also increase. It is based on the consideration that if there is no cooperation, discipline or openness, it can affect the dissatisfaction of district LEGISLATORS in West Sulawesi Province in working. Therefore, it is absolutely necessary to cooperate, discipline, and openness to ensure satisfaction in working. This satisfaction is reflected in the high organizational support, support superiors, and equitable equality of justice.

The organizational culture variables in this study were measured by three indicators of innovation and risk-taking; Detail attention; result orientation;

### **4. Effect of competence on the performance of DPRD**

Based on the results of SEM analysis is seen that the competency of DPRD members is able to directly influence performance. The higher the competency (X1), the higher the performance value of the DPRD (Y2). The influence of competence on performance in this study is positive and significant, which means that if the competence of the DPRD members will have an impact on improving the performance of DPRD members.

The findings in this study showed that the competencies are positively and significantly influential in the performance of the DPRD members at a significance level of 5%. This can be seen from the results of the analysis of the impact of competency on performance testing indicating that the value of probability (P) is smaller than its significance, and the value of the regression coefficient is positive. Thus, the hypothesis that states the competencies are positively and significantly influential towards the acceptable performance.

The results showed that the competency has a significant positive effect on the performance of District LEGISLATORS in West Sulawesi province. This means that hypotheses say that the competency is positive and significant to the performance is acceptable, which is evidenced by a regression coefficient that is positive value of 0.296 with a significance value of 0.000 or can be said to be greater than 0.05. This means that the competency has a positive and significant effect on the performance of District LEGISLATORS in West Sulawesi province. This Shows that the district level in West Sulawesi province has not been able to improve its performance, especially in providing services to the community.... When paying attention to the indicators of the competency variable, the results of this study may mean that part of the DPRD (a) has intellectual capacity that is not appropriate but does not mean that the competencies they have could not be implemented but with the experience of the majority of the DPRD members will help improve the desired performance. On the one hand, the lack of narrative and skill skills, lacking practical skills, low professional attitude, low way of thinking is relatively stable when facing problems in the workplace; (b) Low capacity of DPRD members to control themselves and understand the environment objectively and moralist so that the emotional pattern is relatively

less stable when facing various problems in the workplace, namely in terms of the lack of mutual understanding, lack of concern, lack of self-control, lack of confidence, lack of adaptability, and still the lack of organizational commitment they have; (c) Still the lack of willingness and ability of members of PARLIAMENT to build cooperation with others who are relatively stable when facing problems in the workplace, namely the low awareness of the organization, low working relationship, lack of ability to direct subordinates, lack of teamwork, and still the low leadership of the group they have; and (d) the low character and attitude of the DPRD members to discover new values, i.e. low ability to be flexible or active, low self-awareness, poor to face difficulties, low tendency to see everything holistically, and lack of convenience to fight the convention.

### **5. Effect of motivation on the performance of DPRD**

Based on the results of SEM analysis It appears that the motivation of DPRD members directly affect performance. The higher the motivation (X2) will impact the higher the performance value of the DPRD (Y2). The effect of motivation on performance in this study is positive and significant, which means that if the motivation of the DPRD members will have an impact on the performance improvement of the DPRD members.

The findings in this study showed that the motivation positively and significantly affect the performance of the DPRD members at a rate of significance of 5%. This can be seen from the analysis results of a performance-motivated testing influence indicating that the value of probability (P) is smaller than its significance, and the value of the regression coefficient is positive. Thus, the hypothesis that states the motivation has a positive and significant effect on acceptable performance.

The results showed that the motivation has a significant positive impact on the performance of District LEGISLATORS in West Sulawesi province. This means that hypotheses that say that the motivation of work have a positive and significant effect on performance are acceptable, which is evidenced by a regression coefficient of positive value of 0.294 with a significance value of 0.002 or can be said to be greater than 0.05. This means that the motivation has a positive and significant impact on the performance of District LEGISLATORS in West Sulawesi province. This shows that the motivation that has been held by DPRD members at the district level in West Sulawesi province is fully able to improve its performance, especially in providing services to the community.

Motivation can be seen as a change of energy in a person characterized by the emergence of feeling, and preceded by a response to the presence of purpose. Motivation is a basic impulse that moves a person or desire to devote all energy due to a purpose. As stated by Mangkunegara (2014) motivation is a condition or energy that moves the employees who are directed or intended to reach the objectives of the Organization. The mental attitude of organizational members is positive towards that work situation that strengthens their motivation for work to achieve a maksimal performance. Three elements that are key to motivation, namely effort, organizational objectives, and needs. So the motivation in this matter is actually a response to an action. Motivation arises from the human being because of encouragement by an element of purpose. This goal concerns the need to be said that there will be no

### **6. Influence of organization culture on the performance of DPRD**

Based on the results of SEM analysis is seen that the organizational culture of PARLIAMENT members directly influence performance. The higher the culture of the Organization (X3) will have no impact on the performance improvement of the DPRD members (Y2). The organizational cultural influence on performance in this study is negative and insignificant, which means that if the organizational culture of the DPRD members will not have any impact on the performance improvement of the DPRD members. The findings in this study showed that the organizational culture does not negatively affect and is not significant about the performance of DPRD members at a significance of 5%. This can be seen from the results of an analysis of the influence of organizational cultural influences on performance indicating that the value of probability (P) is greater than its significance, and the value of the regression coefficient is negative. Thus, the hypothesis that states organizational culture is negatively and insignificant to performance is rejected.

The results showed that the organizational culture is negatively influential in the performance of District LEGISLATORS in West Sulawesi province. This means that hypotheses that say that the organizational culture is negatively and insignificant to performance are rejected, which is evidenced by a regression coefficient that is of negative value of -0.011 with a significance value of 0.920 or can be said to be greater than 0.05. The better the organizational culture in the scope of district level DPRD in South Sulawesi province, it will improve the performance of the DPRD members themselves, and in fact, shows that during this time the culture of the Organization is not able to improve the performance of the DPRD members at the district level in West Sulawesi province.

The results of this study supported the findings of Yuan and Lee (2011) stating that organizational culture has a weak correlation to employee performance, as well as the findings of Lim (1995) in his research stating that there is no connection between culture and performance. The results of the study are not in

accordance with the theory by Jonifer (2001) which says that corporate culture can be defined as a system, is part of the organization and has an effect on how employees take action or activities, because everyone is sure to know that an organizational culture is a social adhesive that binds members of the organization together and becomes then guidelines of behavior that is much needed to exist in an organization, so that all parties can create maximum performance for the company.

Based on the respondent's answer to the average value of the organizational culture used in this study consists of 5 dimensions, among others, innovation & risk-taking, detail attention, result orientation, person orientation and team orientation. In error based on table above, it can be seen that the organizational culture variables are perceived as less effective by respondents (members of the District DPRD in West Sulawesi province) with an average value of 3.65. It can be explained that basically respondents have assessed the organizational culture applied to the members of the District DPRD in West Sulawesi province has not been effective so that it should still be improved. A description of the lowest response respondent is in the output variable orientation indicator. Reflected in the outcome of the work completed by the members of the DPRD, the organization is mindful of vision and mission and put obedience to the process and presedure.

Research findings require further study to determine why organizational culture does not affect the performance of DPRD members, and theoretically demonstrate real influence. Based on the results of a return interview with several members of the DPRD to uncover a significant cause of influence on employees ' performance, an interview result stated that directly the organizational culture does not affect the performance of the LEGISLATOR, it is because generally members of the DPRD have not optimally socialize the vision and mission of the Organization implemented into the work environment.

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### **7. Effect of work satisfaction on the performance of DPRD**

Based on the results of SEM analysis is seen that the work satisfaction of the DPRD directly affect performance. The higher the job satisfaction (Y1) will have an impact on the performance improvement of the DPRD members (Y2). The effect of job satisfaction on performance in this study is positive and significant, which means that if the motivation of the DPRD members will have an impact on improving the performance of DPRD members. The findings in this study showed that job satisfaction was positive and significant in the performance of the DPRD members at a rate of significance of 5%. This can be seen from the results of the analysis of the impact of work satisfaction on the performance of DPRD members indicating that the value of probability (P) is smaller than its significance, and the value of regression coefficient is positive. Thus, the hypothesis that states the motivation has a positive and significant effect on acceptable performance. The results showed that the job satisfaction was a positive effect on the performance of District LEGISLATORS in West Sulawesi province. This means that the hypothesis that the job satisfaction is positive and significant to the performance is acceptable, which is evidenced by a regression coefficient that is positively valued at 0.460 with a significance value of 0.000 or can be said to be smaller than 0.05. The results of this study are unidirectional to the hypothesized, so that the research hypothesis is acceptable. This situation shows that the better the level of work satisfaction of the DPRD members will have an effect on the improvement of the performance of the DPRD. The satisfaction of workers or members of the organization in work is also an important factor to get the optimal work. When a worker feels satisfactory in work, he will strive to the fullest extent possible with all his ability to strive to improve his performance, especially in completing his job duties. With a high level of satisfaction, it is expected that the workers ' achievements or work will increase optimally. Employees who are satisfied with their work will be encouraged to continue to increase their commitment, especially in doing their workmen better. A person with a high level of satisfaction shows a positive attitude towards his work, and will positively speak about his organization (LOK and Crawford, 2014).

The results of this study were in line with Ehsan Malik (2010); Akram Zaki (2011); Alamdard Hussain Khan, et.al (2012); Ida Ayu Brahmasari and Agus Suprayetno (2016); Peter Lok and John Crawford (2014); Thorlakson and Murray (2014) The results of his research were the satisfaction of positive and significant work on performance.

The work satisfaction of the organizational members will be obtained when there is conformity between members ' expectations of the organization concerned with the fact found and obtained from the place where they work. The perception of organizational members on matters relating to its work and job satisfaction involves a sense of security, a sense of fairness, a sense of enjoyment, a sense of passion, status and pride. In this perception also involved the working situation of the members of the organization concerned which include work interactions, working conditions, recognition, relationships with superiors, and promotion opportunities. In addition, the perception is also covered in conformity between their ability and desire to the organizational conditions they work for which include the type of work, interests, talents, income, and incentives (Gao Liang Wang, 2012).



### **8. Competency effect on performance of DPRD members mediated by job satisfaction**

Competencies mediated by the work satisfaction that will improve the performance of members of the District LEGISLATORS in West Sulawesi Province from the results of this research has proven evident that there is a positive and significant influence. This means that the work satisfaction as a variable of pemediation has the influence of competence on improving the performance of the legislators. The results of this study mean that the competency has a positive and significant effect on improving the performance of DPRD members. The nature of competence on the performance of DPRD members. Competence on the performance of the DPRD members that demonstrate that job satisfaction as a mediation variable and its nature is mediation as part (partial mediation). The results showed that the competency has a significant positive effect on the performance of District LEGISLATORS in West Sulawesi province. This means that hypotheses say that the competency is positive and significant to the performance is acceptable, which is evidenced by a regression coefficient that is positive value of 0.296 with a significance value of 0.000 or can be said to be greater than 0.05. This means that the competency has a positive and significant effect on the performance of District LEGISLATORS in West Sulawesi province. This Shows that the district level in West Sulawesi province has not been able to improve its performance, especially in providing services to the community.... The fact that part of the DPRD (a) has low intellectual capacity, namely low narrative ability, lack of skills, lack of practical skills, low professional attitude, low way of thinking is relatively stable when facing problems in the workplace; (b) Still low

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The ability of DPRD members to control themselves and understand the environment objectively and moralist so that his emotional pattern is relatively less stable when facing various problems in the workplace, namely in terms of mutual understanding, lack of concern, lack of self-control, lack of confidence, lack of adaptability, and still the low organizational commitment they have; (c) Still the lack of willingness and ability of members of PARLIAMENT to build cooperation with others who are relatively stable when facing problems in the workplace, namely the low awareness of the organization, low working relationship, lack of ability to direct subordinates, lack of teamwork, and still the low leadership of the group they have; and (d) the low character and attitude of the DPRD members to discover new values, i.e. low ability to be flexible or active, low level of self-awareness, lower ability to deal with difficulties, low tendency to see everything in holistic, and lack of the convenience to fight the convention.

## **VI. Conclusions And Suggestions**

Based on competency directly effect to job satisfaction. These results can be explained that with mutual understanding, self-confidence, attitudes that are able to control themselves and commitment to the organization. This will result in an increased sense of contentment owned by the DPRD members. The motivation of work directly affects positive and significant work satisfaction. This means that the motivation of work can be reflected in the form of cooperation done by DPRD members; Able to perform the democratic, socializing and friendly tupoction with inter commissions in the DPRD. Direct organizational culture has no effect on job satisfaction. It means that the organizational culture is reflected in the orientation of the results consisting of paying attention to the outcome of the work, paying attention to the vision of the mission, putting obedience to the process and procedures. Competency is positive and significant to the DPRD member's performance. It means that improving performance by having high competence, has a high working interest and believes that the goal will be achieved. Motivation has positive influence and effect on the performance of DPRD members. Which means that members of PARLIAMENT are fully able to provide motivation in the form of service to the community. Organizational culture has no positive and significant effect on the LEGISLATORS ' performance. This means that members of the DPRD have not fully socialize their vision and mission. Job satisfaction has a positive and significant impact on the LEGISLATORS ' performance. It means that satisfied with the salary received can improve the performance of DPRD members. Competency is positive and significant to the performance of District LEGISLATORS in West Sulawesi province, which is mediated by job satisfaction. Motivation has positive and significant impact on the performance of District LEGISLATORS in West Sulawesi province, which is mediated by job satisfaction. Organizational culture is negatively and insignificant to Kinerja MEMBER of the district legislator in West Sulawesi province which is mediated by job satisfaction.

Submit Based on the CONCLUSION, the competency that belongs to the DPRD member is still very low for it is expected that there is an increase in the importance of intellectual competence by setting the requirements for prospective members with a minimum standard of educated Diploma of three or undergraduate. Motivation is required for each member of the DPRD. Therefore, the motivation of both inside and outside work must remain in place so that each member of the DPRD is always satisfied with the work carried out and in the end they are encouraged to improve their performance in achieving the objectives of the Organization.

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