ANALYSIS THE EFFECT OF GOOD GOVERNANCE, SUPERLEADERSHIP, ORGANIZATIONAL CULTURE ON WORK MOTIVATION AND WORK SATISFACTION
(Study on the Industry and Trade Office of Blitar Regency)

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ABSTRACT

Job satisfaction and work motivation of employee certainly cannot emerge by itself; it can be influenced by many factors. One of them is leadership, therefore this study was independent conducted with the aim of knowing and explaining the relationship and the influence of variables namely Good Governance, Super leadership, Organizational Culture on Work Motivation and Job Satisfaction. This study uses a mixed strategy method of Smart PLS and qualitative SEM analysis tools in the derming cycle model, especially the concurrent triangulation strategy as collecting qualitative data at the same time at the research stage, then comparing qualitative data with quantitative data to determine differences in combinations. After analysis, the results achieved in this research indicate that 1) Organizational Culture influences Job Satisfaction. 2) Organizational culture has no effect on work motivation. 3) Good Governance does not effect on Job Satisfaction. 4) Good Governance influences Work Motivation. 5) Work Motivation influences Job Satisfaction. 6) Super leadership has no effect on Job Satisfaction. 7) Super leadership does not effect on Work Motivation. From this analysis the suggested implication strategies that can be used to create employee satisfaction and motivation are to provide excellent service to work partners, revitalization or market development in each region. Conduct employee training "Job Rotation" and "On The Job Training", create exciting work routines and the best work environment for employees, as well as provide motivation to employees in the middle of work routines.

Key words : *Good Governance, Superleadership*, **Organizational Culture, Work Motivation, Job Satisfaction**

1. INTRODUCTION

A company or business in achieving the desired goals certainly requires a good organization. The organization is a place for a group of individuals with the same goals or as a social unit that is guided or controlled, with a relatively identifiable boundary, working continuously to achieve certain goals by utilizing the resources within (Robbins, 2001). According to Sheridan (1992), organizational culture is significantly related to employee performance, voluntary turnover, and organizational commitment. It is said that in a variety of cultural values of a company have an influence on the level of employee turnover and employee performance. Besides that, one of the factors that determine the success of an organization is leadership. As time goes, the leadership is shifting and contextual, it happens because of the background of social, political and cultural developments that prevail in its era. In the situational approach theory explained that each organization is unique and has different situations so that the leadership styles that applied are also different, therefore basically there is no single leadership style that is best and applies universally to all situations and environments. Good leadership in an organization can lead to employee job satisfaction. Job satisfaction is a form of employee work behavior that is defined as a level of pleasure performed by an individual for his work or the positive emotional side of an organization in the assessment of one's work or work experience (Locke, 1969, in Vanderberg and Lance, 1992).

This research was conducted on employees at the Industry and Trade Office of Blitar Regency. The choice of subject / object of this research are due to the employees of Industry and Trade Office of Blitar Regency as human resources who carry out the task of providing services to the community. So Industry and Trade Office of Blitar Regency needs to pay attention to employee job satisfaction. However work satisfaction felt by employees cannot be separated from the leadership and organizational culture factors that exist. Furthermore it will relate to improving employee performance. Based on the research problem findings that have been raised by researchers above regarding the relationship of leadership style, organizational culture, job satisfaction, work motivation and employee performance, it is necessary to conduct research to determine the effect of these variables.

Table 1. Respondent's Assumptions

NO	Assumption	Frequency		Percentage	
		Yes	No	Yes	No
1	Staff are involved in the decision making process at the Industry and Trade Office of Blitar Regency	33	66%	17	34%
2	Staff gets strict sanctions for violations at the Industry and Trade Office of Blitar Regency	31	66%	19	38%
3	The leaders give trust and responsibility to the employees at the Industry and Trade Office of Blitar Regency	39	78%	11	22%
4	Staff participated in the formulation of policies in the Industry and Trade Office of Blitar Regency.	34	68%	16	32%
5	Staffs are responsive in carrying out the command in the Industry and Trade Office of Blitar Regency.	35	70%	13	30%
6	Staff received support from the leader in carrying out their duties in the Industry and Trade Office of Blitar Regency.	38	76%	12	24%
7	The staffs received an award for their achievement given at the Industry and Trade Office of Blitar Regency.	26	52%	24	48%
8	The staffs are comfortable in carrying out their work in the Industry and Trade Office of Blitar Regency.	27	54%	23	46%
9	The staffs work with friendly and supportive work teams in Industry and Trade Office of Blitar Regency.	29	58%	21	42%
10	The staffs get facilities at the Industry and Trade Office of Blitar Regency.	27	54%	23	48%

Source: The data processed by researcher

Based on the description of table 1, the author is interested in conducting research at the Industry and Trade Office of Blitar Regency by taking the title "The Effect of Good Governance, Super leadership, Organizational Culture on Work Motivation and Job Satisfaction".

2. RESEARCH METHOD
Research Design
This study aims to determine the effect of good governance, leadership and organizational culture variables on work motivation and employee job satisfaction, because of the explanation the researcher chose to use a mixed method which is defined as a combination of quantitative and qualitative research forms (Sugiyono, 2010).

The population in this research is the Community of Blitar Regency who has a Trade / UKM (small and medium enterprises). The samples from the study are taken using the Purposive Sample method of 80 people. The analysis of the data used in this research is the Smart PLS Analysis Method as quantitative data analysis and interview techniques are used as qualitative data. The procedures in this study are as follows: 1) First Stage, researchers collect quantitative and qualitative data which are carried out at the same time. 2) Second Stage, the researcher analyzes the quantitative data first, then continues to analyze the qualitative data to answer the problem formulation in this study. 3) Third stage is formulating concurrent strategies as implications in business.

The research findings will be formulated in the PDCA cycle (Plan, Do, Check, Act). Each definition of the Plan, Do, Check, Act is as follows:
1. Plan : Put the goals and processes needed to deliver results that match with specifications
2. Do : Implement the process.
3. Check : Monitor and evaluate processes and results against targets and specifications and report the results.
4. Act : Follow up on the results to make the necessary improvements. It means also reviewing all the steps and modifying the process to improve it before the next implementation.

3. INER AND OUTER RESULTS
Deskriptive Statistical Analysis
The use of descriptive qualitative analysis in this research is intended to provide a theoretical picture related to the frequency distribution of respondents' answers with the aim of describing independent and dependent variables based on data from the field obtained by researchers from employees at the Industry and Trade Office of Blitar Regency. The respondents examined in this study were 80 respondents, and for each variable will be compared the Mean and Standard Deviation.

The following are descriptive exposures about and research variables based on respondents' answers:

Variable Distribution of Good Governance

Table 2. Variable Frequency Distribution of Good Governance

No	*Good Governance*	Mean	SD
1	Participation	3.80	0,67
2	Rule Of Law	3.77	0,67
3	Transparency	3.73	0,73
4	Responsiveness	3.67	0,77

Source: Smart PLS version 3.0

Variable Distribution of Superleadership

Table 3. Variable Frequency Distribution of   Superleadership

No	Superleadership	Mean	SD
1	Self Modelling	3.76	0,77
2	Self goal setting	3.71	0,72
3	Natural reward	3.80	0,66
4	Positive patterns	3.76	0,79

Source: Smart PLS version 3.0

Variable Distribution of Organizational Culture

Table 4. Variable Frequency Distribution of Organizational Culture

No	Organizational Culture	Mean	SD
1	Responsiveness	3.57	0,90
2	Encouragement	3.85	0,77
3	Leadership	3.78	0,66
4	Friendliness	3.63	0,76

Source: Smart PLS version 3.0

Variable Distribution of Work Motivation

Table 5. Variable Frequency Distribution of Work Motivation

No	Work Motivation	Mean	SD
1	Recognition or appreciation	3.66	0,80
2	Work relationship	3.65	0,76
3	Work condition	3.70	0,71
4	Work itself	3.46	0,70

Source: Smart PLS version 3.0

Variable Distribition of Job Satisfaction

Table 6. Variable Frequency Distribution of Job Satisfaction

No	Job Satisfaction	Mean	SD
1	Fair rewards	3.65	0,85
2	Work which is mentally challenging	3.43	0,75
3	Supporting co-workers	3.66	0,72
4	Supportive working condition	3.57	0,80

Source: Smart PLS version 3.0

4. INNER MODEL ANALYSIS

Evaluation of the inner model can be done with three analyzes, it can be seen from R2, Q2 and F2.

R2 Analysis

	R Square
Kepuasan Kerja	0.452
Motivasi Kerja	0.411

Table 7. The Value of R Square

From the Table 7 Squre R Value, the results of the analysis of R2 calculations for each endogenous latent variable in Table 4.17 show that the R2 value is in the range of values of 0.411 to 0.452. Based on this, the calculation result R2 shows that R2 is moderate (0,411) and strong (0,452).

Q2 Analysis

Q2 value of structural model testing is done by looking at the value of Q2 (predictive relevance). To calculate Q2 it can be used the formula:

$$Q^2 = 1 - (1 - R1^2)(1 – R2^2)$$
$$Q^2 = 1 – (1- 0,411)(1 – 0,452)$$
$$Q^2 = 0,677228$$

The results of the analysis of Q2 calculations show that the Q2 value of 0.677228 almost being 1 (Perfect value). According to Ghozali (2014), the Q2 value can be used to measure how well the observation value generated by the model and also the estimated parameters. If the Q2 value is greater than 0 (zero) then it shows that the model to be good enough, whereas if the Q2 value is less than 0 (zero) then it shows that the model has less predictive relevance. In this research model, endogenous latent constructs or variables have a Q2 value greater than 0 (zero) so the predictions made by the model are considered to be relevant.

F2 Analysis

	Organizational Culture	Good Governance	Job Satisfaction	Work Motivation	Superleadership
Organizational Culture			0.259	0.012	
Good Governance			0.008	0.144	
Job Satisfaction					
Work Motivation			0.110		
Superleadership				0.081	

Table 8. F^2 results for effect size

Based on these criteria, it can be stated as follows:

a. Good Governance affects Work Motivation by having a value of F2 (0.0144) it means "medium".

b. Superleadership does not affect Work Motivation by having a value of F2 (0.081) it means "weak".

c. Organizational Culture does not affect Work Motivation by having a value of F2 (0.012) it means "weak".

d. Good Governance does not affect Job Satisfaction by having a value of F2 (0.008) it means "weak".

e. Organizational Culture influences Job Satisfaction by having a value of F2 (0.259) it means "medium".

f. Work Motivation affects Job Satisfaction by having a value of F2 (0.110) it means "medium".
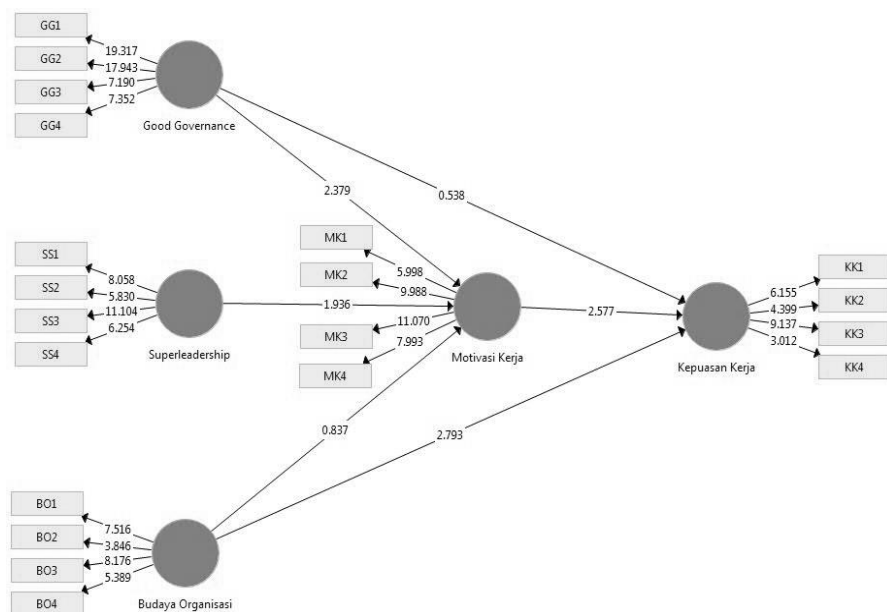
Picture 1. Bootstrapping

Table 9. Recapitulation of research hypotheses

Variable relationship	Original	T	P value	Information
Organizational Culture X3 on Job Satisfaction Y2	0,460	3,272	000,1	Significant Effect
Organizational Culture X3 on Work Motivation Y1	0.111	0,776	0,438	Not Significant
Good Governance X1 on Job Satisfaction Y2	0.186	1,271	0,204	Not Significant
Good Governance X1 on Work MotivationY1	0.339	2,397	0,017	Significant Effect
Work Motifation Y1 on Job Satisfaction Y2	0.308	2,490	0,013	Significant Effect
Superleadership X2 on Job Satisfaction Y2	0.097	1,502	0,134	Not Significant
Superleadership X2 on Work Motivation Y1	0.316	1,861	0,063	Not Significant

Source : processed by Smart PLS 3

Picture 2. Deming Cycle

PLAN:
1. Excellent service.
2. Revitalization or market development.
3. Job Rotation
4. Employee training "On The Job Training".
5. Benchmarking study.
6. Humanitarian approach
7. Motivating
8. Insentive
9. Reward and Punishment.
10. Exciting routine
11. The best environment
12. Motivation boost

DO:
1. Provide excellent service to work partners
2. Revitalizing or developing markets in each region
3. Holding employee rotation "Job Rotation".
4. Holding employee training "On The Job Training".
5. Holding benchmarking study.
6. Doing humanitarian approach between individuals
7. Conduct motivational activities for employees.
8. Giving intensive to the employees.
9. Giving Reward and Punishment.
10. Creating exciting routines
11. Provide the best environment for employees.
12. Giving motivation boost to the employees.

ACTION:
1. Serve work partners in a friendly, polite and friendly manner, to create a comfortable atmosphere for work partners
2. Market development with strategic facilities and places..
3. "Job Rotation" employees are transferred to every other section or work unit regularly.
4. "On The Job Training" the employee will be placed in an actual situation or work unit.
5. Benchmarking study and outbond.
6. Make a more familiar approach. So, communication in formal situation can be changed into informal
7. Motivating activities by motivators.
8. Providing material incentives: giving additional overtime pay, salaries, or wages. Immaterial incentives: granting promotions, certificates, awards.
9. Rewards in the form of money, goods and suspension or demotion.
10. Free drinks, events such as healthy walks and funbike together with Dorprise.
11. Facilitation such as laptops and a quiet workplace, away from noise, air-conditioned.
12. Giving speech and encouraging work motivation to verbal / written employees.

CHECK
Improving human resources
Improving public facilities

5. CONCLUSION

Based on the results of data analysis and discussion above, can be concluded:

1. Organizational Culture has a significant positive effect on Job Satisfaction. Therefore, to strengthen the organization in agency requires an organizational culture in the form of a high sense of kinship among employees to work together in an organization.
2. Organizational culture has no significant effect on work motivation. So that organizational culture needs to be improved through a sense of kinship between employees in order to strengthen the organization.
3. Good Governance has not affect on Job Satisfaction. So the government governance needs to be improved through regional retribution revenue to help regional income properly.
4. Good Governance has a significant positive effect on work motivation. Therefore governance of government services that generate local user fees to help regional income properly.
5. Work motivation has a significant positive effect on job satisfaction. Therefore motivation to work optimally by giving encouragement work from the leadership and themselves produces employee job satisfaction.
6. Superleadership has no significant effect on job satisfaction. So employees need to increase their high sense of responsibility for their work so, they can be motivated to work.
7. Superleadership has no significant effect on work motivation. So, it needs to be increased motivation to work from the leadership and themselves in order to have high responsibilities at work.

The implication strategy that can be used to increase work motivation and employee job satisfaction is provide excellent service to work partners, revitalization or market development in each region. Conduct training for employees "Job Rotation" and "On The Job Training". Create an exciting work routine and good work environment for employees, as well as providing motivational encouragement to employees in the middle of work routines.

6. SUGESTION

1. The Industry and Trade Office of Blitar Regency needs to hold exciting events that entertaining employees in the middle of tedious routine and giving motivation through collaboration with motivators.
2. Industry and Trade Office of Blitar Regency needs to provide excellent service, market revitalization that will increase regional income in the future. Then it is also necessary to hold a Benchmarking Study and approach to intimacy between employees, also provide comfortable facilities to strengthen the organizational culture.
3. In the future, it is expected that it will be follow-up research on the effect of Good governance, Superleadership and organizational culture on work motivation and job satisfaction.

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